



Bill Moran (b) (6) @gmail.com>

Fwd: Navy leaders taken to task by lawmakers, including one who was grilling a former boss

1 message

Christopher Servello (b) (6) @yahoo.com>
To: (b) (6) @gmail.com

Tue, Feb 26, 2019 at 7:30 PM

Chris Servello
(b) (6)

Begin forwarded message:

From: ProPublica <donotreply@lists.propublica.net>
Date: February 26, 2019 at 7:12:18 PM EST
To: (b) (6) @yahoo.com
Subject: Navy leaders taken to task by lawmakers, including one who was grilling a former boss



Donate

The Daily Digest



Navy Leaders Taken to Task by Lawmakers, Including One Who Was Grilling a Former Boss

by T. Christian Miller and Robert Faturechi

Rep. Elaine Luria, an ex-Navy commander, showed her insider knowledge of naval operations in questions to the admirals appearing before a House Armed Services Committee panel.

Navy Promised Changes After Deadly Accidents, but Many Within Doubt It's Delivering on Them

by Robert Faturechi and T. Christian Miller

Interviews and an examination of the Navy's publicly announced reforms raise uncertainty over whether senior leaders have fully followed through on them after the 7th Fleet disasters in 2017.

Is Your Ship Safe? Help Us Find Out Whether Navy Reforms Are Actually Making a Difference.

by Kengo Tsutsumi , Robert Faturechi , and T. Christian Miller

The Navy promised to implement reforms in the wake of two deadly 2017 crashes. We're trying to find out how it's doing — and we need to hear from sailors in all six of the numbered fleets that patrol the world's oceans.



Numerous Mistakes Led to Fatal Blood Transfusion at St. Luke's in Houston, Report Finds

by Mike Hixenbaugh , Houston Chronicle , and Charles Ornstein, ProPublica

Hospital leaders released the scathing government inspection report on Tuesday, along with a plan to correct significant lapses in patient care. The changes follow a yearlong investigation by ProPublica and the Houston Chronicle.



Behind “Right to Fail,” a ProPublica-Frontline Collaboration to Overcome Roadblocks and Privacy Restrictions

by Joaquin Sapien

A story that began as an examination of New York's troubled group homes for mentally ill adults evolved into an investigation of the state's preferred solution to those problems.

ProPublica Named a Finalist for 3 Scripps Howard National Journalism Awards

by ProPublica

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Bill Moran <(b) (6)@gmail.com>

Fw: Article

2 messages

Christopher Servello <(b) (6)@yahoo.com>
To: Bill Moran <(b) (6)@gmail.com>

Thu, Dec 13, 2018 at 2:11 PM

Sent from Yahoo Mail for iPhone

Begin forwarded message:

On Thursday, December 13, 2018, 1:35 PM (b) (6) <(b) (6)> wrote:

<https://hbr.org/2018/05/how-successful-ceos-manage-their-middle-act>

Interesting article. Made me wonder if M4 thinks of himself as new or mid-term; probably some mix of both. Some interesting food for thought in here, I thought...

Great to see you yesterday. bummed I was so late - wanted to talk to you for hours! Really looking forward to working more closely together again...

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Christopher Servello <(b) (6)@yahoo.com>

Thu, Dec 13, 2018 at 2:19 PM

(b) (6) sent this to me as well...but didn't ask or portend what I am or would be. Not an either/or, definitively a bit of both at this stage...our work to do if asked to stay on.

[Quoted text hidden]



Bill Moran <(b) (6) @gmail.com>

Hudner Final

1 message

Christopher Servello <(b) (6) @yahoo.com>

Sat, Dec 1, 2018 at 8:29 AM

To: (b) (6)

Cc: (b) (6) @gmail.com

Chris Servello

Mobile: (b) (6)

Chris Servello

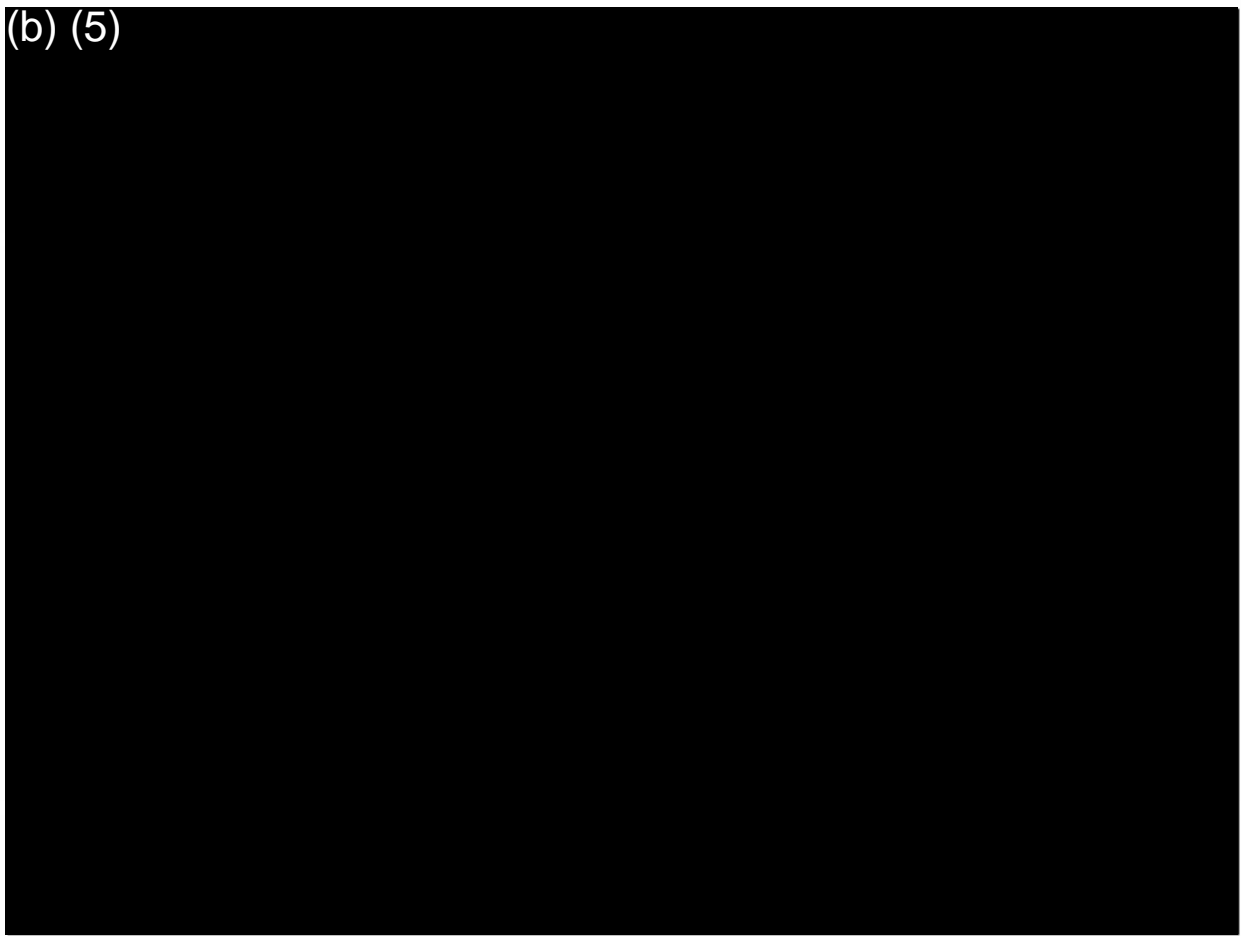
Mobile: (b) (6)



Hudner Draft 2.docx

11K

(b) (5)



(b) (5)



(b) (5)



(b) (5)



(b) (5)



(b) (5)



(b) (5)





Bill Moran (b) (6) @gmail.com>

US Marine Corps Releases CMC Birthday Video Message

2 messages

Christopher Servello (b) (6) @yahoo.com>
To: (b) (6) @gmail.com

Sat, Nov 3, 2018 at 8:17 AM

https://taskandpurpose.com/cmc-marine-birthday-video/?bsft_eid=c97591ba-c96b-429c-9cc7-17e327d6321f&bsft_pid=318a20f9-8f1d-420b-ba52-f851d1a46b18&utm_campaign=tp_weekly&utm_source=blueshift&utm_medium=email&utm_content=tp_weekly&bsft_clkid=7134a36d-2469-482c-a3df-5f1a057e3839&bsft_uid=36152613-1016-43e9-838c-db425bae44d8&bsft_mid=05c2f3d6-bda1-4fe7-81fa-bc2c18b5f671&bsft_txnid=99c624f2-b711-4e47-adee-a1352b55b501&bsft_pp=4

Chris Servello
(b) (6)

Bill Moran (b) (6) @gmail.com>
To: Christopher Servello (b) (6) @yahoo.com>

Sat, Nov 3, 2018 at 9:26 AM

Yup

[Quoted text hidden]



Bill Moran (b) (6)@gmail.com>

U.S. Prepares to Reduce Troops and Shed Missions in Africa - The New York Times

1 message

Christopher Servello (b) (6)@yahoo.com>
To: (b) (6)@gmail.com

Thu, Aug 2, 2018 at 11:45 AM

<https://www.nytimes.com/2018/08/01/world/africa/us-withdraw-troops-africa.html>

U.S. Prepares to Reduce Troops and Shed Missions in Africa

Aug. 1, 2018



Bernie Potts, a Navy lieutenant commander, in Agadez, Niger, in April. A Defense Department official said that Nigerien forces are considered to be improving to the point where they may soon not need American help. Tara Todras-Whitchill for The New York Times

STUTTGART, Germany — Hundreds of American troops in Africa would be reassigned and the number of Special Operations missions on the continent would be wound down under plans submitted by a top military commander, a response to the Trump administration's strategy to increasingly focus on threats from China and Russia.

Defense Department officials said they expected most of the troop cuts and scaled-back missions to come from Central and West Africa, where Special Operations missions have focused on training African militaries to combat the growing threat from extremist Islamist militant groups.

The plan by Gen. Thomas D. Waldhauser, the leader of United States Africa Command, follows an ambush in Niger last fall that killed four American soldiers and an attack in southwestern Somalia that killed another in June.

In an interview with The New York Times, General Waldhauser said his plan would help streamline the military's ability to combat threats around the world — but not retreat from Africa.

CDR Chris Servello

Mobile: (b) (6)



Bill Moran (b) (6) @gmail.com>

McMaster and Commander | The New Yorker

10 messages

Christopher Servello (b) (6) @yahoo.com>
To: (b) (6) @gmail.com

Mon, Apr 23, 2018 at 8:59 AM

A good weekend read with coffee or brown water...

<https://www.newyorker.com/magazine/2018/04/30/mcmaster-and-commander>

CDR Chris Servello
Mobile: (b) (6)

Bill Moran (b) (6) @gmail.com>
To: Christopher Servello (b) (6) @yahoo.com>

Mon, Apr 23, 2018 at 9:38 AM

thanks for this....an important read.

getting any feedback on your net from the Navy Memorial event?

really looking forward to the Jax/Mayport visit this week!!

[Quoted text hidden]

Christopher Servello (b) (6) @yahoo.com>
To: Bill Moran (b) (6) @gmail.com>

Mon, Apr 23, 2018 at 10:10 AM

Have heard nothing but positive comments about the substance of the discussion, the venue and the idea of bringing together the Navy community. The most vocal group was the O-3/O-4 crowd who were initially suspect about the idea. The hospitality and warmth of the "older Navy" folks was overwhelming. Key to success moving forward is to continue to pick topics that interest both old and young, give them something they wouldn't otherwise get on the traditional DC circuit...and involve them more in the planning and execution of these events.

Not sure we will ever really grab the Hill, media or K street crowd with these events, but should continue to let them know they are part of the extended community and are welcome.

Enjoy the Jax/Mayport trip...any time out of DC is a good time.

VR, Bull
[Quoted text hidden]

Christopher Servello (b) (6) @yahoo.com>
To: Bill Moran (b) (6) @gmail.com>

Mon, Apr 23, 2018 at 10:11 AM

More low key than Ruth Chris...there's a bbq joint around the corner from RC...foods good. I can go around noon. That work?

Chris Servello
(b) (6)

[Quoted text hidden]

Christopher Servello (b) (6) @yahoo.com>
To: Bill Moran (b) (6) @gmail.com>

Mon, Apr 23, 2018 at 10:16 AM

Apologize...email meant for a coworker!

Chris Servello
(b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>
To: Christopher Servello (b) (6) @yahoo.com>

Mon, Apr 23, 2018 at 10:26 AM

Ruth Chris sounds great ;)

[Quoted text hidden]

Christopher Servello (b) (6) @yahoo.com>
To: Bill Moran (b) (6) @gmail.com>

Mon, Apr 23, 2018 at 10:32 AM

life outside the Pentagon aint bad!

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

It's Not Just the Forward Deployed | U.S. Naval Institute

1 message

Christopher Servello (b) (6) @yahoo.com>
To: (b) (6) @gmail.com

Fri, Apr 27, 2018 at 8:19 AM

<https://m.usni.org/magazines/proceedings/2018-04/its-not-just-forward-deployed>

It's Not Just the Forward Deployed

By Vice Admiral Joseph Aucoin, U.S. Navy (Retired)

I had the privilege of serving with some of the most talented and dedicated sailors and civilians in our Navy, culminating in what I believe is the best job in the world—Commander, U.S. Seventh Fleet (C7F). I had the opportunity to work with our forward-deployed forces in the Western Pacific. Tragically, during the summer of 2017, we experienced the horrific collisions of the USS *Fitzgerald* (DDG-62) and USS *John S. McCain* (DDG-56). I am concerned that, in some quarters, these collisions are viewed and characterized as a “local”—Japan only—problem. There certainly were pressures on the fleet in Japan, but there are also indications of problems elsewhere. While the investigations in the aftermath of the loss of 17 sailors addressed many of the issues that may have led to the collisions, there were other factors. I offer some additional thoughts on what we were dealing with, because without a full understanding of what happened, we will be limited in our ability to address the root causes and ensure this does not happen again.

The “Comprehensive Review” (CR), “Strategic Review” (SR), and some media reporting could lead one to the impression my staff and I were oblivious to or unconcerned about the manning, training, and maintenance deficiencies affecting my ships and their ability to carry out their assigned missions. That was not the case. I made clear to Commander, U.S. Pacific Fleet (ComPacFleet), the impact of increased operational demand on training and maintenance well prior to the two DDGs’ collisions. Despite these explicitly stated concerns, the direction we received was to execute the mission.

We also were well aware that there were critical deficiencies in the manning of C7F operational units. Starting around 2014, the manning level of Forward Deployed Naval

Forces (FDFN) ships began dropping off as a result of policies prioritizing Continental United States (ConUS)-based ships entering the Optimized Fleet Response Plan (OFRP) over FDFN ships. Not only did my staff recognize the negative effects of manning shortfalls on the FDFN, it was thanks to our insistence that U.S. Fleet Forces Command (USFF) finally agreed to an FDFN Manning Summit in June 2017. This Manning Summit set in motion policy changes that will begin to relieve some of the FDFN manning deficiencies. When it comes to addressing the critical manpower shortages that we faced, however, the CR does not mention the above, nor does it really go after our manning shortfall with actionable items. While it is said that the CR focused primarily on training and readiness, it did not address manpower issues nearly enough. I do not know how one can exclude manpower in a discussion on readiness in a high-operational tempo (OpTempo) environment. Captain John Cordle has it right in his March 2018 *Proceedings* article, "It Is All about the Sailors" (pp. 17-21), on manning. I recommend that everyone read this article.

The "Comprehensive Review" and the "Strategic Review" also neglected to highlight certain facts of command and control (C2) in the Western Pacific. For example, Afloat Training Group (ATG) Western Pacific, responsible for the training and certification of FDFN surface ships based in Japan, was not under C7F command, but instead reported directly to Commander, Naval Surface Force Pacific (CNSP). The USS *Lake Champlain* (CG-57)'s collision in the Sea of Japan in May 2017 often is cited as an example of degraded readiness in C7F surface forces. In fact, this cruiser was a San Diego-based ship entirely trained and certified by Commander, Third Fleet. Finally, no discussion of command and control in the Western Pacific between 2015 and 2017 should overlook the effects of the "Third Fleet Forward" initiative. Under this initiative, surface forces that historically had been deployed to the Western Pacific to augment the presence of (and relieve the pressure on) FDFN forces, now were taken out of C7F's command. While these ships occasionally filled some missions that would otherwise have required FDFN ships, they spent much of their time executing "shows of force" or engaging in Oceania Maritime Security Initiative (OMSI) fisheries patrols and therefore were not available to provide relief for FDFN cruisers or destroyers (CruDes) in need of training or maintenance. Moreover, efforts were undertaken to train Third Fleet to take on this new role, in addition to their primary responsibility of training and certifying units for deployment.

The "Comprehensive Review" recommends improving operational risk management (ORM) within the surface community by identifying hazards, assessing risk, and sharing information to help shape risk control and prevent future mishaps. Some of those critical

ingredients, however, should have been applied to the development of the CR itself. How comprehensive is the CR when neither Commander, Naval Surface Forces (CNSF), nor I, as the numbered fleet commander, was interviewed or asked for inputs? For the sake of our Navy, a transparent examination of the problem should include a full understanding of the challenges with which we were faced.

The Operational Environment

Between 2015 and 2017, naval operations in the Indo-Asia Pacific expanded dramatically both in direct response to national priorities and to ComPacFt and Commander, U.S. Pacific Command (USPaCom). As a consequence of the increasing demand for and decreasing availability of C7F assets, readiness declined in CruDes forces. This was known both to commanders in FDNF and across the Navy. The GAO had reported to the Navy in 2015 that resources were not keeping pace with demand. Through 2016 and culminating in early 2017, my staff produced detailed data quantifying the increase in CruDes operational tasking and demonstrating the consequent decline in executed maintenance and training, which I sent directly to ComPacFt. ComPacFt agreed operational tasking threatened FDNF surface maintenance and training. Yet C7F received no substantive relief from tasking or additional resources.

In this environment, our mindset at Seventh Fleet Headquarters was to keep the focus on executing safe operations, prioritize what needed to be done, push back on tasking out of line with priorities, and empower and encourage the task force commanders to provide us data to support such push-backs. It was often the case that operational missions (more often than not of the "short-notice" variety) came down from USPaCom and ComPacFt with warning orders or that "requests for forces" were met with a "not recommended" response from C7F. Such responses always were required to be accompanied with a by-name identified ship to be used if we were "forced to source" the mission, as well as an estimated impact statement of what cost and risks would be incurred if we were to task that ship with the mission. The impact statements routinely highlighted to higher headquarters that sourcing these missions would come at the cost of training and readiness. More often than not, we would be directed to fill and execute the mission through a follow-on task order or voice order directing the by-name identified ship to execute the mission. In a few cases, we were able to argue for changes that allowed ships to complete training or maintenance. In many other cases, our arguments and recommendations were either overruled or ignored.

The CR cites the need to "restore" the C7F scheduling conference. The scheduling conference is an important tool in prioritizing unit employment. But the idea that such

prioritization was being ignored is misleading. A regularly scheduled conference was held in November 2016. By the time of the next scheduled conference (May 2017), circumstances around the Korean Peninsula temporarily had made operational scheduling problematic. Hastily directed response options that heavily tasked our fleet, such as dual carrier operations, created an unfiltered demand signal for more naval units and wreaked havoc on our schedule lines. Under these circumstances, the May 2017 conference was postponed.

The CR should highlight the magnitude of the combatant commander's appetite for more operational presence of aircraft, ships, and subs—without requesting additional forces—as a contributing factor to the declining state of readiness in Seventh Fleet leading into the summer of 2017. While the CR mentions the demand associated with ballistic missile defense (BMD), and other demands are brought up in the classified reports, it would have been reassuring if the CR had addressed the Navy's organizational responsibility to act as a check against such increasing demand when divorced from the reality of readiness impacts. While the situation was well known by more senior leaders, this demand went unfiltered and fell to me.

The Manning Issue

Any chief on the waterfront between 2015 and 2017 would have told you that manning was the number-one issue faced by FDNF-Japan ships. FDNF sailors are motivated individuals. Still, the fastest way to kill that motivation is to meet a returning FDNF sailor at the pier in Yokosuka or Sasebo and tell this sailor that he or she must go right back out on another deployment on a different ship because of a manning shortfall.

Meanwhile, it was frustrating to hear that some San Diego ships were overmanned, as I expressed during one PacFlt meeting after hearing a West Coast ship was so overmanned it left 30 people on the pier. At the time, we were having to cross-deck 49 sailors in FDNF-J to fill gaps on our ships, and 5 of 11 CruDes forces had senior quartermaster billets gapped.

It should not have taken so long, but after nearly two years of constantly bringing up our manpower issues, the Manning Control Authority (MCA) agreed to come to Japan for a manning summit. During this conference, the traditional reasons were rehashed to explain why it is difficult to man FDNF. Many sailors or family members are unable to satisfactorily complete the overseas-screening process because of medical, financial, or legal difficulties, and significant numbers decline the re-enlistments necessary to fulfill overseas tour obligations. However, other issues that were not as apparent greatly compounded our difficulties in FDNF.

The Navy's MCA lead civilian briefed us that the overall Navy manning shortfall had grown to 7,500 people, and it was a fact of life that shortfalls were going to be experienced throughout our Navy. A key element that affected FDNF was the OFRP model adopted by the Navy for training ConUS units in 2014. In 2015 OFRP was modified such that ConUS-based units would be prioritized higher for manning than non-OFRP units such as FDNF units. This short-sighted mandate would enable ConUS-based units to be fully manned to their fit/fill thresholds starting from the beginning of their 36-month cycle, but the negative consequence was that non-OFRP units, such as the FDNF, would bear the brunt of the shortfall. In addition to a soaring OpTempo, the cumulative effect over time of not having enough people and resorting to cross-decking had a debilitating effect on readiness. We not only lacked overall numbers of people, we also lacked mentors, the men and women with the skills and experience that are vital to raising our next generation of experienced sailors. This was compounded by the fact that we were operating in the most challenging operational environment in the world and while lacking training devices, ranges, and other support generally available to units back home.

Following the Manning Summit, at the August 2017 Fleet Synchronization Conference, Navy leaders agreed to alter manning prioritization to benefit FDNF. This undoubtedly will help our FDNF-J ships get back to stable and satisfactory manning levels, and the new Commander, Naval Surface Force Pacific (CNSP), Vice Admiral Richard A. Brown, has indicated the situation is improving. There is no mention, however, of this challenge or its effects in the CR. With this lack of transparency, we miss a chance to capture lessons learned.

Accountability & Authority

While C7F had tactical control of the *Lake Champlain* for a few days while she operated near the Korean Peninsula, she was a Third Fleet ship that had been manned, trained, and equipped stateside when she suffered a daylight collision with a Korean fishing boat in the Sea of Japan. Third Fleet, which had certified the *Lake Champlain*, convened the investigation, held the investigation results, and determined any follow-on action. The fact that we had a non-Seventh Fleet ship experience difficulties in navigation and seamanship, prior to the *Fitzgerald* and in daylight, and without the lessons learned being made available to Seventh Fleet (until after the *John S. McCain* tragedy), is not mentioned anywhere in the CR. The CR also did not consider that such an event might indicate a Navy-wide issue may exist.

This highlights an accountability/authority mismatch for the manning, training, and equipping of CruDes ships that my staff had to deal with on a daily basis. While we were aware of the issues and engaged with the responsible organizations, the training, manning, and equipping of our CruDes ships remained the primary responsibility of CNSP up through ComPacFlt.

Observations & Recommendations

It is a strength of our Navy that we strive to be a fearless learning organization, and it is imperative that in the wake of such tragedy all issues be addressed to prevent future incidents. The CR addressed many, one of the biggest being the training of our surface warfare officers (SWOs). I think the main culprit for these collisions was that we allowed the training of our surface warriors to atrophy. In addition to the operational squeeze on training opportunities, it is encouraging the CR addresses other issues contributing to this issue. One is the near-constant reorganization of SWO Division Officer formalized training, wherein greater reliance on PowerPoint instruction and on-the-job training have been ascendant (in contrast to submarine, flight, and SEAL training and at the Marine Corps Basic School). Our surface navy is loaded with talent and great people, but they have lacked some of the foundational building blocks of training that have been eroded or simply cut because of budgetary pressure.

To help correct this dearth of training, I recommend FDNF-J receive dedicated Tier 1 training time set aside, similar to what FDNF-Mediterranean ships receive. In addition, in the challenging operational environment of the Western Pacific where experience really matters, I recommend bolstering the FDNF by incentivizing more of our senior enlisted professionals and officers to take orders to the FDNF-J.

I also have to question some of the initiatives being considered, such as placing the manning, training, and equipping functions under FFC. In 2017, FFC was the manning control authority, yet the MCA placed FDNF manning priorities second to other deployed units and below those units preparing to deploy from the United States. Would not FDNF resourcing be better served by placing training and equipping functions under FFC?

My biggest concern is whether we truly have the resolve to *fix* these issues for our surface warriors. One only has to go back to the collision of the USS *Porter* (DDG-78) to see what needed to be done. It was disappointing to see that many issues identified then were not corrected. We allowed budget cuts to whittle away training and were not forceful enough to advocate for what our Navy needed to safely do the mission. Today, the Navy has that support from our Secretary of Navy, and shortfalls are being addressed now. But

if/when we find the support is not there at levels above the uniformed leaders, will the lessons of 2017 allow us to advocate forcefully for the Navy we need? To not ensure that 2017 never is repeated would be to accept such incidents as the "price of doing business."



7th Fleet sailors, like Hull Maintenance Technician Cola Parsley, are dedicated and hard-working. They deserve reasonable and consistent support for their ships, their families and their careers.

Manning and excessive tasking were huge issues for Seventh Fleet, but they are not addressed head-on in the CR. Instead, the CR indicates I should have pushed back more than I had done, after being told to "force to source." Still, I do not understand why our leaders do not push back on the excessive demand on our ships or exhibit more transparency on the true extent of the issues the Navy faces beyond Seventh Fleet. Why cannot the Navy ask for more people? Or why cannot the Navy answer more directly the question raised by Congressman William Thornberry (R-TX) during the post-collisions hearing: "Why hasn't the Navy asked for manpower?" The can-do culture and cutting-corners mentality, which the CR states were the norm at Seventh Fleet, certainly may exist, but it is not at Seventh Fleet. In the end, the same fate awaits us if the uniform

leaders cannot defend the Navy's manning requirements, push back on tasking demands, and advocate strongly for those resources that our sailors need to do their job.

As a numbered fleet commander, I was ultimately responsible for the proper operation of fleet assets provided to me. And while we were able to turn off some taskings, in hindsight, I should have reiterated a "no" when issued "forced to source orders" for operational tasking. I accept this mistake. At the same time, in the future I hope our Navy will listen more carefully to our commanders on the scene.

Postscript

These tragedies and loss of life have left scars on many of us that will not and should not be forgotten, and help ensure that we do everything we can to prevent something like this from ever occurring again. It has been extremely satisfying serving alongside our sailors worldwide, in combat and peacetime. They all are hard-working men and women, but nowhere do they bear the consistent, day-to-day, year-over-year operational tempo that they do in FDNF-Japan. This is true for families as well, who also endure the constant scrutiny of living overseas and the challenge—and expense—of living far from loved ones back in the States. This has been true for decades, and my foremost hope is that my Navy can better support the men and women of the FDNF. They do not ask to drop the pack or request special treatment. In fact, most sailors in FDNF find the mission exhilarating. At the same time, these wonderful people do need reasonable and consistent support for their ships, their families, and their careers.

Vice Admiral Aucoin was a career naval aviator who flew more than 150 combat missions over Iraq, Kuwait, Bosnia, and Kosovo. He commanded Fighter Squadron 41, Carrier Air Wing 5, Carrier Strike Group 3, and the U.S. Seventh Fleet.

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Fwd: Body of report

1 message

Christopher Servello <(b) (6)@yahoo.com>
To: Bill Moran Moran <(b) (6)@gmail.com>

Thu, Feb 22, 2018 at 4:40 PM

Larter poking around this story...looking for context as it relates to other pe/aircrew system issues. He is engaged w/ airforces...wanted you to have sa...sorry will likely sound sensational given the cockpit conditions and aircrew frostbite.

Vr, Bull

Chris Servello

(b) (6)

Begin forwarded message:

From: David Larter <(b) (6)>
Date: February 22, 2018 at 4:33:29 PM EST
To: Christopher Servello <(b) (6)@yahoo.com>
Subject: Body of report

VX-9/EA-18G/169128/300250UJAN18

SUMMARY:

This narrative is part of an ongoing mishap investigation. The intent of this narrative is to distribute the vital information regarding the Environmental Control System (ECS) causing injury to aircrew in an EA-18G. Privileged information will not be included.

An EA-18G received an ECS ICING caution at 25,000 feet MSL on a flight from NAS Whidbey Island, Washington to Naval Air Weapons Station China Lake, California approximately 60 mile south of Seattle. Immediately following the ECS ICING Caution, aircrew experienced extremely cold temperatures. A significant amount of frozen moisture formed in the cockpit, totally restricting the field of view outside of the cockpit, and limited their ability to read cockpit instruments. The aircraft was landed safely following a No GYRO Precision Approach to an arrested landing. Both Aircrew are currently being treated for frostbite.

AIRCREW DATA/STATUS

-Current Aircrew Status to include Medical Treatment/Diagnosis: One aircrew was released from medical and one is currently being treated for Level II frostbite -Aircrew Symptoms: Severe blistering and burns on hands -Hyperbaric Chamber Treatment and Dive Table Used: NO -Impairment During Landing: YES -Foreign National Aircrew Involved: NO -Aircrew Experience and Flight Hours: Pilot: 1255.6 hours EWO: 1158.3 -Any Previous Known PE Events for Aircrew: NO

AIRCRAFT DATA/COCKPIT INDICATION AND NATOPS PROCEDURES -Aircraft Side Number and Bureau Number: 502 / 169128 -Initial indications in Cockpit: ECS ICING Caution. Extreme cold temperature and limited visibility inside of the cockpit due to visible frozen fog like moisture in the cabin air -NATOPS Procedures Executed: ECS ICING Caution -Slam Stick Usage and Data Attached: NO. Garmin watch with altitude data was used and recorded - Flight Profile Type/Flight Regime: IFR Flight plan at 25,000 feet MSL from KNUW (Whidbey) to KNID (China Lake) -Current Disposition / Status of Aircraft / Incorporation of AFB 821/822 if applicable: Aircrew currently being evaluated by orthopedic surgeon / Aircraft safe on deck with no noticeable damage / NO -Previous Aircraft PE History: NONE -Emergency O2 Utilized/Depleted: YES/YES -Cautions set (OBOGS or any other): ECS ICING Caution -ECS AAD File Data Attached: NO. Nothing recorded due to ECS Terminal failure. 8A0 MSP code set - General Weather at Time/Location of PE: IFR conditions/Approximately 60 miles south of Seattle.

David Larter
Staff Writer | Defense News

(b) (6)



Bill Moran (b) (6) @gmail.com>

FW: Question

1 message

Servello, Christopher S CDR OPNAV, N00P (b) (6) navy.mil>

Wed, May 10, 2017 at
7:50 AM

To: Bill Moran (b) (6) @gmail.com>

Sir, trying to assist NPS with additional context...were you referring to our initial staff offsite or something you did prior to assuming duties as CNP?

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

-----Original Message-----

From: (b) (6) (CIV) [mailto:(b) (6) nps.edu]
Sent: Tuesday, May 09, 2017 6:16 PM
To: Servello, Christopher S CDR OPNAV, N00P
Subject: [Non-DoD Source] Question

Chris, Do you recall an off-site at NPS for Admiral Moran in 2013? See note below.

(b) (6)

Original Message-----

From: (b) (6) CIV OPNAV, N4 [mailto:(b) (6) navy.mil]
Sent: Tuesday, May 09, 2017 1:55 PM
To: (b) (6) (CIV)
Cc: (b) (6) CIV OPNAV, N4; (b) (6) CIV OPNAV N4,
N405
Subject: OPNAV N4 Inquiry

(b) (6)

Thank you again for taking my phone call. As discussed, VADM Dixon Smith, new OPNAV N4, had an in call with VCNO late last week. During the in call, ADM Moran mentioned NPS expertise in teaching Strategic Thinking and Communication and that when he took over as OPNAV N1 (Aug 2013), he and his division directors had an offsite at NPS and facilitated by NPS to discuss N1 organization and mission. We have reached out to VCNO's Staff, but there is no one left from that timeframe who was involved with the event. I was hoping that there maybe some corporate memory at NPS regarding this event and someone with whom I could discuss potentially hosting a similar event with OPNAV N4 leadership.

Thank you for your time.

Vr,

(b) (6)

OPNAV N4 Strategy and Innovation

(b) (6)

Sent from my Verizon 4G LTE Droid



smime.p7s
6K



Bill Moran (b) (6) @gmail.com>

Fwd: Retired Flag Officer Tool Kit

2 messages

Christopher Servello (b) (6) @yahoo.com>

Thu, Apr 20, 2017 at 8:54 PM

To: John Richardson (b) (6) , Bill Moran (b) (6) @gmail.com>

Sir, sent out a new version of the retired flag tool kit this evening.
We field 2-3 requests a week for info, briefs and TPs to assist speaking engagements.

Goal is to make this process as easy as possible for the retired flag wardroom.
Will update and repush the product quarterly.

Vr, Bull
CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

Begin forwarded message:

From: "CDR Chris Servello" <cno_pa@service.govdelivery.com>
Date: April 20, 2017 at 8:49:29 PM EDT
To: (b) (6) @yahoo.com
Subject: Retired Flag Officer Tool Kit
Reply-To: cno_pa@service.govdelivery.com

Retired Flag Officer **TOOL KIT**

Updated April 20, 2017

Leaders, As requested below is a rolup of links to CHINFO and CNO PA products to help you better tell the Navy story. Please continue to provide feedback so we can keep the products current and ensure they meet audience needs. VR Bull



Navy 101 PowerPoint Brief

This Power Point presentation supports a presentation beginning at with the Navy's mission, framing our operational environment and providing an overview of our many capabilities and contributions to national security.

• [DOWNLOAD](#)



America's Navy: Big Picture Video

This video, written and voiced by Chief of Naval Operations Adm. John Richardson, overviews of the Navy's main Lines of Effort and answers these questions: What is the role of our



Navy? What does the future hold? How can you make us better?

- [LINK / DOWNLOAD](#)

Principle Guiding Documents

A Design for Maintaining Maritime Superiority

The scope and complexity of the challenges we face demand a different approach than that offered by a classic campaign plan. This guidance frames the problem and a way forward while acknowledging that there is inherent and fundamental uncertainty in both the problem definition and the proposed solution. This document introduces the Navy's four lines of effort and the Navy's core attributes.

- [DOWNLOAD PDF](#)



☒ [Leader Development Framework](#)

Navy Leader Development Framework

This framework outlines how the U.S. Navy will develop leaders that demonstrate both operational excellence and strong character at every level of seniority. The concepts discussed in this framework apply to all parts of the Navy Team - everybody should read and understand it. The specifics of leader development will be developed by community leaders and be consistent with this framework.

- [DOWNLOAD PDF](#)

Navy Civilian Workforce Framework

This Framework lays out our institutional obligations to the civilians who chose to join our Team, and the expectations we have in return. The aim is that the Framework further strengthens the bonds within our Team, setting the conditions for maintaining maritime superiority.

- [DOWNLOAD PDF](#)

☒ [Navy Civilian Workforce Framework](#)

Navy Factsheet

- [DOWNLOAD FULL VERSION](#)

Navy's Mission

- Be ready to conduct prompt and sustained combat at sea.
- Preserve America's strategic influence in key regions of the world.
- Deter aggression and enable peaceful resolution of crises.

Strategic environment – The Demands on America's Navy

The U.S. Navy is a cornerstone of American security and prosperity. In an increasingly globalized world, America's success is even more reliant on its Navy.

As the global economy continues to expand and become more connected, the free flow of goods over the world's oceans is a national security issue.

- One-quarter of all U.S. jobs are directly or indirectly tied to global trade.
- One-quarter of U.S. manufacturing jobs depend on exports.
- One-fifth of all U.S. agricultural products by volume are sold in overseas markets.

There continues to be a need for a sea-based military organization:

- 70 percent of the earth is covered in water.
- 80 percent of the planet's population lives within close proximity to coastal areas
- 90 percent of global commerce is conducted by sea

Meeting Demands - Naval operations worldwide... Ready and relevant

Today, there are 275 ships in the Navy's battle force, 99 of which are forward deployed. Of the Navy's 400,000 active and Reserve Sailors, more than 60,000 are forward deployed to support our operations around the globe.

Core attributes:

INTEGRITY: Our behaviors align with our values. Our conduct must always be upright and honorable both in public and private.

ACCOUNTABILITY: We maintain high standards. We clearly define the problem we're trying to solve and the proposed outcomes. We honestly assess our progress and adjust as required.

INITIATIVE: Everybody strives to be the best they can be. We foster a questioning attitude and look at new ideas with an open mind.

- [LINK to CNO's Podcast on Initiative](#)

TOUGHNESS: We can take a hit and keep going, tapping all sources of strength and resilience. We don't give up the ship.

- [LINK to CNO's Podcast on Toughness](#)

Lines of Effort:

STRENGTHEN NAVAL POWER AT AND FROM SEA: Maintain a fleet that is trained and ready to operate decisively – from the deep ocean to the littorals, to space, and to the information domain.

ACHIEVE HIGH VELOCITY LEARNING AT EVERY LEVEL: Apply the best ideas to accelerate learning, set aspirational goals. Begin problem definition by studying history – do not relearn old lessons.

STRENGTHEN OUR NAVY TEAM FOR THE FUTURE: We are one Navy Team comprised of a diverse mix of sailors, civilians, and families. We will create a climate of operational excellence to prevail in all future challenges.

EXPAND AND STRENGTHEN OUR NETWORK OF PARTNERS: Deepen operational relationships with other services, agencies, industry, allies and partners.

'In Review' Videos

 Year In Review Photos 2016

The U.S. Navy Year in Pictures 2016

A look back at the events that shaped the U.S. Navy in 2016.

- [LINK](#)
- [DOWNLOAD](#)

 Month in Review March 2017

U.S. Navy Month in Review - March 2017

The images represent the work of the Navy, deployed worldwide.

- [LINK](#)
- [DOWNLOAD](#)

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John Richardson (b) (6)
To: Christopher Servello <(b) (6) @yahoo.com>
Cc: Bill Moran <(b) (6) @gmail.com>

Thu, Apr 20, 2017 at 9:37 PM

Thanks Bull. VR/ John

(Quoted text hidden)

—
John



Bill Moran <(b) (6)@gmail.com>

French police come under fire in Paris; three reported shot

1 message

Christopher Servello (b) (6)@yahoo.com>

Thu, Apr 20, 2017 at 6:43 PM

To: John Richardson (b) (6), John Richardson (b) (6)navy.mil>, Bill

Moran (b) (6)@gmail.com>, Bill Moran <(b) (6)navy.mil>

Cc: N9(b) (6) OPNAV CIV OPNAV <(b) (6)navy.mil>

https://www.washingtonpost.com/world/europe/french-police-come-under-fire-in-paris-two-reported-shot/2017/04/20/fc1f254c-25ff-11e7-bb9d-8cd6118e1409_story.html?utm_term=.b80d76785b33

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran (b) (6) @gmail.com>

Aircraft Carrier Wasn't Sailing to Deter North Korea, as U.S. Suggested - NYTimes.com

1 message

Christopher Servello <(b) (6) @yahoo.com>

Tue, Apr 18, 2017 at 4:28 PM

To: John Richardson (b) (6) John Richardson (b) (6) navy.mil>

Cc: Bill Moran (b) (6) navy.mil>, Bill Moran <(b) (6) @gmail.com>, (b) (6)

CAPT OPNAV, N00" (b) (6) navy.mil>, N91 (b) (6) OPNAV CIV OPNAV

(b) (6) navy.mil> (b) (6) navy.mil, (b) (6) OPNAV, N00H"

(b) (6) navy.mil>

Sir, as discussed...

<https://mobile.nytimes.com/2017/04/18/world/asia/aircraft-carrier-north-korea-carl-vinson.html>

Vr, Bull

CDR Chris Servello

Public Affairs Officer to CNO

Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Bill Belichick reveals his 5 rules of exceptional leadership

2 messages

Christopher Servello (b) (6)@yahoo.com>

Fri, Apr 14, 2017 at 10:30 AM

To: John Richardson (b) (6) Bill Moran (b) (6)@gmail.com>

<http://www.cnbc.com/2017/04/13/bill-belichick-leadership-rules.html>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Fri, Apr 14, 2017 at 9:55 PM

To: (b) (6)

Good one.....like the Pats or not...

<http://www.cnbc.com/2017/04/13/bill-belichick-leadership-rules.html>



Bill Moran (b) (6) @gmail.com>

Leaders take questions at Naval Station Norfolk All Hands Call | WAVY-TV

1 message

Christopher Servello <(b) (6)@yahoo.com>

Wed, Apr 12, 2017 at 8:40 PM

To: John Richardson (b) (6), Bill Moran <(b) (6)@gmail.com>

<http://wavy.com/2017/04/12/leaders-take-questions-at-naval-station-norfolk-all-hands-call/>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

**Admiral: Difficult to find money to move aircraft carrier home port to Florida
| Local Military | pilotonline.com**

1 message

Christopher Servello <(b) (6)@yahoo.com>

Wed, Apr 12, 2017 at 5:16 PM

To: John Richardson (b) (6), Bill Moran <(b) (6)@gmail.com>

http://pilotonline.com/news/military/local/admiral-difficult-to-find-money-to-move-aircraft-carrier-home/article_e89ef9ab-4118-59ce-ba26-ef52f5841842.html

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran (b) (6) @gmail.com>

Fwd: Soundings: CNO Discusses Navy Core Attribute of 'Initiative'

1 message

Christopher Servello (b) (6) @yahoo.com>
To: Bill Moran (b) (6) @gmail.com>

Tue, Apr 11, 2017 at 3 35 PM

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson
(b) (6)
(b) (6)

Begin forwarded message:

From: "CNO Public Affairs" <cno_pa@service.govdelivery.com>
Date: April 11, 2017 at 2 00 25 PM EDT
To: (b) (6) @yahoo.com
Subject: Soundings: CNO Discusses Navy Core Attribute of 'Initiative'
Reply-To: cno_pa@service.govdelivery.com

SOUNDINGS:

The Podcast of the Chief of Naval Operations

 PORTER

CNO Discusses Navy Core Attribute of 'Initiative'

In this edition we talk to the chief of naval operations about Initiative, one of the Navy's four core attributes. We sat down with CNO the day after USS Ross (DDG 71) and

USS Porter (DDG 78) launched a Combined 59 Tomahawk Missiles into Syria in response to a chemical weapons attack, and as we approach the mid-way point of the Navy and nation's recognition of April as Sexual Assault Awareness and Prevention Month (SAAPM).

Highlight:

"I think initiative is really the attribute which is most behind this idea that we are not bystanders in our situation. That goes from the global all the way to the personal. At the global level, we saw a terrific example of that with the strikes into Syria from USS Ross and USS Porter. I had the good fortune to be able to visit USS Ross in Rota, just a week prior. That team was ready. The Sailors aboard Ross had anticipated every contingency. They had taken the initiative to ensure they were ready. They were not going to be bystanders, and when the Nation called to respond to these heinous chemical weapons attacks in Syria, they reached out and Ross was ready to go, because they'd taken the initiative."

"All the way down to the personal level, I have a firm believe that the vast vast majority of our Sailors are good people who want to do the right thing. With initiative, we just need to demonstrate that. Be examples for other people to follow, and they will follow. When they see us behaving in an admirable way, they too will be inspired to behave in ways that we admire. It builds on itself, but it all starts with someone taking initiative to do the right thing."

LINK: <https://soundcloud.com/cnorichardson/soundings-cno-discusses-navy-core-attribute-of-initiative>

If you have questions or feedback on how to improve Soundings, please contact our team.

CNO_PTGN_CNO_Public_Affairs@navy.mil 703-692-5305

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GET THE WORD OUT



Bill Moran <(b) (6)@gmail.com>

Ross, Porter commanding officers receive phone calls from president | U.S. Naval Forces Europe-Africa / U.S. 6th Fleet

2 messages

Christopher Servello <(b) (6)@yahoo.com>

Sun, Apr 9, 2017 at 7:22 PM

To: John Richardson (b) (6), Bill Moran (b) (6)@gmail.com>

<http://www.c6f.navy.mil/news/ross-porter-commanding-officers-receive-phone-calls-president>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Sun, Apr 9, 2017 at 8:27 PM

To: Christopher Servello <(b) (6)@yahoo.com>, John Richardson (b) (6)

Terrific!

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

FW: [Non-DoD Source] (b) (5)

1 message

Servello, Christopher S CDR OPNAV, N00P (b) (6) navy.mil>

Sun, Apr 9, 2017 at 3:23 PM

To: (b) (6) (b) (6) @gmail.com>

(b) (5)

Vr, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

From: (b) (6)
Sent: Sunday, April 09, 2017 3:17:32 PM
To: Servello, Christopher S CDR OPNAV, N00P
Subject: [Non-DoD Source] (b) (5)

(b) (5)



U.S. strikes destroyed Syrian means to deliver chemical weapons – admiral

Reuters, Apr. 8 | Andrea Shalal

COLOGNE, Germany -- U.S. Navy Admiral Michelle Howard said on Saturday U.S. cruise missile strikes on an air base in Syria had destroyed the means to deliver chemical weapons from that base, and the U.S. military remained ready to carry out further strikes if needed.

Howard, the four-star officer who leads U.S. Naval Forces in Europe and Africa, told Reuters the United States had decided to launch the strikes after the United Nations failed to pass a resolution condemning a deadly chemical weapons attack that killed scores of people in rebel-held Khan Sheikhoun.

Washington has blamed the Syrian government for the attack on Tuesday. The Syrian government has strongly denied responsibility and blamed the deaths on leaks from a rebel chemical arms store it says was hit by a Syrian air strike.

"We conducted strikes against an air field which was the means by which the chemicals were launched into the air. Those means don't exist now," Howard said in an interview during a missile defence event in Cologne.

"We saw the misuse of chemical weapons and said, 'OK, we need to send a very clear message'".

Asked about the U.S. military's plan for how to deal with any potential further attacks, Howard said the military was ready to respond if other civilian options failed.

"As the civilian leadership works through what their options are, if other options don't pan out, then it's generally the military that gets asked to do something."

Howard declined to give any details about the flight path of the missiles, or the U.S. military assessment of the damage caused, but said she was confident the strikes had hit their intended target.

"The intention was to take out the airfield and to remove the means of the delivery of chemical weapons. I feel that was accomplished," she said.

The cruise missiles were launched by two ships in the European region, the USS Porter and the USS Ross, in close coordination with U.S. Central Command, which is responsible for the Middle East.

Howard lauded the quick action taken by the commanders and crews of the two ships in response to the use of chemical weapons by the Syrian regime.

Howard said the integration of the strikes was "flawless" and showed the ability of the U.S. Navy to project power around the world.

Sent from Windows Mail



Bill Moran <(b) (6)@gmail.com>

Senator Wicker addresses the recent T-45 flight issues

1 message

Christopher Servello (b) (6)@yahoo.com>

Sun, Apr 9, 2017 at 10:11 AM

To: John Richardson (b) (6)

Cc: Bill Moran (b) (6)@gmail.com>

About the bet we could have hoped for...Will jet wasn't alarmist...because we made our announcement of actions on Friday, clear we are driving...complimentary comments from Air Boss work well.

Even Fox follow-up reporting are balanced.

In a better spot for now.

<http://www.foxnews.com/politics/2017/04/08/navy-says-t-45-jets-grounded-indefinitely-following-fox-news-exclusive.html>

<http://www.wtok.com/content/news/Senator-Wicker-addresses-the-recent-T-45-flight-issues-418743163.html>

Vr, Bull

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Russians may now control the trove of photos showing naked U.S. troops

1 message

Christopher Servello <(b) (6)@yahoo.com>

Thu, Apr 6, 2017 at 9:13 PM

To: John Richardson <(b) (6)>, Bill Moran <(b) (6)@gmail.com>, N91 <(b) (6)>
(b) (6) OPNAV CIV OPNAV <(b) (6)@navy.mil>

<http://www.militarytimes.com/articles/marines-united-alphabay-russian-hack-military-nude-photo-scandal>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran (b) (6) @gmail.com>

FW: ghost

1 message

Servello, Christopher S CDR OPNAV, N00P (b) (6) navy.mil>

Wed, Apr 5, 2017 at 7:50 AM

To: (b) (6) @gmail.com" (b) (6) @gmail.com>

Cc: (b) (6) (b) (6)

CDR Chris Servello

Public Affairs Officer to the CNO

ADM John Richardson

Tel: (b) (6) (office & mobile)

(b) (6)

(b) (6) @yahoo.com

From: Servello, Christopher S CDR OPNAV, N00P

Sent: Wednesday, April 05, 2017 7:40:35 AM

To: Moran, William F ADM, OPNAV, VCNO

Cc: (b) (6) CAPT OPNAV, VCNO

Subject: ghost

Mr Secretary, following-up on Fox News reporting...want to offer the following update for you to push to SecDef...heard from (b) (6) the White House was looking for more information. Standing-by for questions.

V/R Bill

Secretary Mattis, the following is a brief update on the conditions discussed in last night's Fox news piece on T-45 Physiological Episodes. Of note VP Pence's son is a Marine 1LT going through T-45 training and was mentioned in the story. (<http://www.foxnews.com/politics/2017/04/04/navy-instructor-pilots-refusing-to-fly-over-safety-concerns-pences-son-affected.print.html>)

Last Friday, we had roughly 40% of our flights cancelled in the T-45 training commands because of operational risk management concerns by the instructor pilots.

Beginning today, we are going to take a short operational pause at the T-45 Wings in Texas, Mississippi, and Pensacola. The intent of the stand-down is to review the feedback from engineering team visits, reassess our risk analysis, and allow leadership to visit each site to address pilot concerns.

(b) (5)

Given member interest along with the Fox news story...this will likely come up during today's Service chief hearing., where CNO is prepared to provide ad update in mitigation and engineering efforts moving forward. As we learn more, I will keep your staff up to date.



Bill Moran <(b) (6)@gmail.com>

FW: [Non-DoD Source] Military services detail risks of year-long CR

1 message

Moran, William F ADM, OPNAV, VCNO (b) (6) navy.mil>
To: (b) (6) (b) (6)@gmail.com>

Sat, Apr 1, 2017 at 7:19 AM

-----Original Message-----

From: Richardson, John M ADM CNO

Sent: Saturday, April 01, 2017 7:17 AM

To: Servello, Christopher S CDR OPNAV, N00P; Moran, William F ADM, OPNAV, VCNO; (b) (6) CNO, N00Z; (b) (6) CAPT OPNAV, N00; (b) (6) CAPT OPNAV, VCNO

Subject: RE: [Non-DoD Source] Military services detail risks of year-long CR

Thanks.

VR/ John

From: Servello, Christopher S CDR OPNAV, N00P

Sent: Saturday, April 01, 2017 7:11:15 AM

To: Richardson, John M ADM CNO; Moran, William F ADM, OPNAV, VCNO; (b) (6) CNO, N00Z; (b) (6) CAPT OPNAV, N00; (b) (6) CAPT OPNAV, VCNO

Subject: RE: [Non-DoD Source] Military services detail risks of year-long CR

None...in fact, as long as we stick to this level of detail, third deck is fine with us sharing our story.

Vr, Bull

CDR Chris Servello

Public Affairs Officer to the CNO

ADM John Richardson

Tel: (b) (6) (office & mobile)

(b) (6)

(b) (6)@yahoo.com

From: Richardson, John M ADM CNO

Sent: Friday, March 31, 2017 9:51:50 PM

To: Servello, Christopher S CDR OPNAV, N00P; Moran, William F ADM, OPNAV, VCNO; (b) (6) CNO, N00Z; (b) (6) CAPT OPNAV, N00; (b) (6) CAPT OPNAV, VCNO

Subject: RE: [Non-DoD Source] Military services detail risks of year-long CR

Thanks. Any reverb?

VR/ John

From: Servello, Christopher S CDR OPNAV, N00P

Sent: Friday, March 31, 2017 6:01:25 PM

To: Richardson, John M ADM CNO; Moran, William F ADM, OPNAV, VCNO; (b) (6) CNO, N00Z;
(b) (6) CAPT OPNAV, N00; (b) (6) CAPT OPNAV, VCNO
Subject: FW: [Non-DoD Source] Military services detail risks of year-long CR

OSD pushed to Hill and media this afternoon.

Vr, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

From: (b) (6) LCDR CHINFO, OI-3

Sent: Friday, March 31, 2017 5:56:07 PM

To: Cutler, Dawn RDML CHINFO; Servello, Christopher S CDR OPNAV, N00P; (b) (6)
ENS CHINFO, OI-5; (b) (6) LCDR OPNAV, N00P; (b) (6) LT CHINFO, OI-2
PAO; (b) (6) LT CHINFO, PAO; (b) (6) LTJG CHINFO, OI-3; (b) (6) LT
CHINFO, OI-2; (b) (6) LT CHINFO, OI-3; (b) (6) CDR OLA, LA-2; (b) (6)
(b) (6) LT CHINFO, OI-3; (b) (6) LCDR OPNAV, N00P; (b) (6) LT CHINFO, OI-3; (b) (6)
(b) (6) LT CHINFO, OI-3

Subject: FW: [Non-DoD Source] Military services detail risks of year-long CR

From: POLITICO Pro Defense Whiteboard

Sent: Friday, March 31, 2017 5:55:44 PM (UTC-05:00) Eastern Time (US & Canada)

To: (b) (6) LCDR CHINFO, OI-3

Subject: [Non-DoD Source] Military services detail risks of year-long CR

By Connor O'Brien

03/31/2017 05:37 PM EDT

The Army, Navy and Air Force have warned Congress that a host of operations and programs would be curtailed if a full-year continuing spending resolution is enacted this spring, according to documents obtained by POLITICO.

The Pentagon is currently funded under a continuing resolution that expires April 28. The documents submitted by the Army<<http://go.politicoemail.com/?qs=e48d13094e114b27f37776cf15a05187747c2182ed13ad7136833891157f36d3f417e4f382618502d34c2d838ad058b7c0aa965bd5cfd5e6464bf7be5c10d208>>, Navy<<http://go.politicoemail.com/?qs=e48d13094e114b27a71f610ac704efa60f3aff376362e34d8deaede63636e93f189900da16bc2f9678764f0a1a531b0f362e478315fac4cac915598aa02cd1a9>> and Air Force<<http://go.politicoemail.com/?qs=e48d13094e114b2708a597041fd6bfe2ced9474e6d5d0611dec721aa064da826ade8a9bc686dbe5ef61f7f73b6e7a4e5ba5d199f36d029e1cfd0988247b575d>> detail a series of programs and operations that would be significantly impacted by carrying over funding in a CR, which does not permit new programs to start or existing programs to ramp up.

The Army warned it would put off training and likely have to delay dozens of acquisition programs should it be forced to operate under another CR. The Air Force said it would stop adding troops well under the 321,000 airmen authorized by law, would reduce non-combat flying hours and maintain a civilian hiring freeze.

The Navy predicted it would need to cancel three surface ship deployments and shut down four of the nine non-deployed aircraft carrier air wings as well as reduce flight hours and delay or cancel depot maintenance.

The Marine Corps also warned a new CR would "significantly worsen aviation readiness shortfalls," including grounding all squadrons not deployed or set to be deployed next.

The top officers in the Army, Navy, Air Force and Marine Corps are scheduled to testify before the House Armed Services Committee Wednesday on the risks associated with a new continuing resolution.

To view online:

<https://www.politicopro.com/defense/whiteboard/2017/03/services-outline-risks-of-year-long-cr-085782><<http://go.politicoemail.com/?qs=e48d13094e114b27649775796b6aa0147525a83b37180a9d0744ed2870778131c940df025e4137349a202eb07f10ca896722a13c5a5d698bf72387b2b60ec14a>>

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[Yes,] <<http://go.politicoemail.com/?qs=e48d13094e114b275ff6507db5a68d43435e4adfa0497c79f08b217c0306e62de4f59130f125d21ecdb29c2e75e499f1b641292a64bfbcb2809bdbb7acddc316>>

Yes, very <https://www.politicopro.com/_voting?optionIndex=4&action=vote&contentId=0000015b-262c-d4bd-a5df-beff3a2d0001&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=0000015b-264d-dad7-ab5f-6e7da90a0000&signature=9baed85032e36642daf3dc8a7ec9a85ab2905c1026e4e91ea273022cdcba38b690ed2f0e413711ab0c837897fb9b64025162e3136e02db2691686c79613a541a>

[Somewhat] <<http://go.politicoemail.com/?qs=e48d13094e114b27925c9c904507f7064f04ef12b4b6d25d1a91c0d6ff2704ff2f1b11ab58e18a450a313bb1852c9ec861f4f71b819812f7a61ef1f65016b244>>

Somewhat <https://www.politicopro.com/_voting?optionIndex=3&action=vote&contentId=0000015b-262c-d4bd-a5df-beff3a2d0001&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=0000015b-264d-dad7-ab5f-6e7da90a0000&signature=9baed85032e36642daf3dc8a7ec9a85ab2905c1026e4e91ea273022cdcba38b690ed2f0e413711ab0c837897fb9b64025162e3136e02db2691686c79613a541a>

[Neutral] <<http://go.politicoemail.com/?qs=e48d13094e114b27fc4cfd0ad9de5dc7f4d2c1a5ddd6853aec1c6ebf94f4a226ca0b175106ee9f8d450f59b47b721e960cdf64049fa6df59e4b8a035c698a502>>

Neutral <https://www.politicopro.com/_voting?optionIndex=2&action=vote&contentId=0000015b-262c-d4bd-a5df-beff3a2d0001&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=0000015b-264d-dad7-ab5f-6e7da90a0000&signature=9baed85032e36642daf3dc8a7ec9a85ab2905c1026e4e91ea273022cdcba38b690ed2f0e413711ab0c837897fb9b64025162e3136e02db2691686c79613a541a>

[Not] <<http://go.politicoemail.com/?qs=e48d13094e114b27a0914363266af50e64adfdde0f4ed7bb5ce799312b8b6b6ec7f4923c164610ab0e4377a6fc195642db4a175afd49b6ad719a89e3ee59619b>>

Not really <https://www.politicopro.com/_voting?optionIndex=1&action=vote&contentId=0000015b-262c-d4bd-a5df-beff3a2d0001&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=0000015b-264d-dad7-ab5f-6e7da90a0000&signature=9baed85032e36642daf3dc8a7ec9a85ab2905c1026e4e91ea273022cdcba38b690ed2f0e413711ab0c837897fb9b64025162e3136e02db2691686c79613a541a>

[Not] <<http://go.politicoemail.com/?qs=e48d13094e114b27864b95a76d0c7592d71ddd8ca8dbba05dd95a9d5dd5b7715b7c24509d615eaffdc03682623ebea7f82744f1f22b8e66886f2dbf0ceaad0>>

Not at all<https://www.politicopro.com/_voting?optionIndex=0&action=vote&contentId=0000015b-262c-d4bd-a5df-beff3a2d0001&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=0000015b-264d-dad7-ab5f-6e7da90a0000&signature=9baed85032e36642daf3dc8a7ec9a85ab2905c1026e4e91ea273022cdcba38b690ed2f0e413711ab0c837897fb9b64025162e3136e02db2691686c79613a541a>

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 **smime.p7s**
6K



Bill Moran <(b) (6)@gmail.com>

New Marines ad

2 messages

Christopher Servello <(b) (6)@yahoo.com>
To: Bill Moran <(b) (6)@gmail.com>

Thu, Mar 30, 2017 at 4:46 AM

<https://www.facebook.com/themighty/videos/1038111042987463/>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)
(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Christopher Servello <(b) (6)@yahoo.com>

Thu, Mar 30, 2017 at 5:51 AM

Lots of testosterone

Sent from my iPhone
[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

CNO vide on DE

1 message

Christopher Servello (b) (6)@yahoo.com>

Wed, Mar 29, 2017 at 2:57 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) LCDR CHINFO, N1" (b) (6) navy.mil>, (b) (6) navy.mil

Did well...faded a touch at the end, but overall one of his stronger speeches.

<https://www.facebook.com/CNORichardson/videos/770382053110190/>

Vr, Bull

CDR Chris Servello

Public Affairs Officer to CNO

Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Trump's Favorite Fighter Jet Keeps Starving Pilots of Oxygen - Bloomberg

1 message

Christopher Servello <(b) (6)@yahoo.com>

Tue, Mar 28, 2017 at 5:43 PM

To: John Richardson <(b) (6)>, Bill Moran <(b) (6)@gmail.com>, N9(b) (6)
(b) (6) OPNAV CIV OPNAV (b) (6) navy.mil>, (b) (6) navy.mil, (b) (6) navy.mil,
(b) (6) navy.mil

<https://www.bloomberg.com/politics/articles/2017-03-28/pilots-short-of-oxygen-keep-vexing-boeing-f-18-jet-trump-favors>

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Draft Webb statement

7 messages

Servello, Christopher S CDR OPNAV, N00P <(b) (6)@navy.mil> Mon, Mar 27, 2017 at 10:30 AM
To: (b) (6)@gmail.com, (b) (6)@gmail.com, "(b) (6) CNO, N00Z"
(b) (6)@navy.mil, (b) (6)@usna.edu>

Not sure if the Boss or other senior leaders will be asked for comment, but see the draft below as a start. Hope to push an updated draft to the Boss tomorrow morning. This is based on the input he gave me after this morning's standup.

VR, Bull

Draft Statement...RTQ:

(b) (5)

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6)@yahoo.com

Bill Moran <(b) (6)@gmail.com> Mon, Mar 27, 2017 at 10:36 AM
To: "(b) (6) CNO, N00Z" <(b) (6)@navy.mil>, "Servello, Christopher S CDR OPNAV, N00P"
<(b) (6)@navy.mil>, (b) (6)@usna.edu>

(b) (5)

[Quoted text hidden]

Servello, Christopher S CDR OPNAV, N00P <(b) (6)@navy.mil>

Mon, Mar 27, 2017 at 10:45 AM

To: Bill Moran <(b) (6)@gmail.com>, (b) (6) CNO, N00Z" (b) (6)@navy.mil>, (b) (6)@usna.edu>

(b) (5)

VR, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6)@yahoo.com

From: Bill Moran

Sent: Monday, March 27, 2017 10:36:53 AM

To: (b) (6) CNO, N00Z; Servello, Christopher S CDR OPNAV, N00P; (b) (6)

Subject: [Non-DoD Source] Re: Draft Webb statement

(b) (5)

On Mon, Mar 27, 2017 at 10:30 AM Servello, Christopher S CDR OPNAV, N00P

<(b) (6)@navy.mil<mailto:(b) (6)@navy.mil>> wrote:

Not sure if the Boss or other senior leaders will be asked for comment, but see the draft below as a start. Hope to push an updated draft to the Boss tomorrow morning. This is based on the input he gave me after this morning's standup.

VR, Bull

Draft Statement...RTQ:

(b) (5)

(b) (5)

CDR Chris Servello

Public Affairs Officer to the CNO

ADM John Richardson

Tel: (b) (6) (office & mobile)

(b) (6)

(b) (6) @yahoo.com<mailto:(b) (6)@yahoo.com>

(b) (6) CNO, N00Z (b) (6) navy.mil>

Mon, Mar 27, 2017 at 11:58 AM

To: Bill Moran (b) (6) @gmail.com>, "Servello, Christopher S CDR OPNAV, N00P"

<(b) (6)@navy.mil>, (b) (6) usna.edu>

(b) (5)

-----Original Message-----

From: Bill Moran [mailto:(b) (6) @gmail.com]

Sent: Monday, March 27, 2017 10:37 AM

To: (b) (6) CNO, N00Z; Servello, Christopher S CDR OPNAV, N00P; (b) (6)

Subject: [Non-DoD Source] Re: Draft Webb statement

[Quoted text hidden]

 smime.p7s
6K

Servello, Christopher S CDR OPNAV, N00P (b) (6) navy.mil>

Mon, Mar 27, 2017 at 12:07 PM

To: (b) (6) CNO, N00Z" (b) (6) navy.mil>, Bill Moran (b) (6) @gmail.com>, (b) (6) (b) (6) usna.edu>

Thx (b) (6) ...will discuss further on the flight home tomorrow.

He did ask if we have received Senator Webb's statement...wants to understand what he intends to say.

Vr, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

Servello, Christopher S CDR OPNAV, N00P <(b) (6) @navy.mil> Mon, Mar 27, 2017 at 5:04 PM
To: (b) (6) @gmail.com" (b) (6) @gmail.com>

Are you good with this as a starting point for his edits and chops? If so, will forward to him tomorrow.

Vr, Bull

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

Bill Moran (b) (6) @gmail.com> Mon, Mar 27, 2017 at 8:18 PM
To: "Servello, Christopher S CDR OPNAV, N00P" <(b) (6) @navy.mil>

Yes, thanks

Sent from my iPhone
[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

USNI Story

3 messages

(b) (6) LCDR OPNAV, N00P (b) (6) navy.mil>

Wed, Mar 22, 2017 at 6:17 PM

To: Bill Moran (b) (6) @gmail.com>

Cc: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>, "Servello, Christopher S CDR OPNAV, N00P" (b) (6) navy.mil>

(b) (5)

Bill Moran (b) (6) @gmail.com>

Wed, Mar 22, 2017 at 6:22 PM

To: (b) (6) LCDR OPNAV, N00P" (b) (6) navy.mil>

Cc: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>, "Servello, Christopher S CDR OPNAV, N00P" (b) (6) navy.mil>

(b) (5)

Servello, Christopher S CDR OPNAV, N00P (b) (6) navy.mil>

Wed, Mar 22, 2017 at 6:27 PM

To: Bill Moran (b) (6) @gmail.com> (b) (6) LCDR OPNAV, N00P"

(b) (6) navy.mil>

Cc: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>

(b) (5)

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

From: Bill Moran

Sent: Wednesday, March 22, 2017 6:22:52 PM

To: (b) (6) LCDR OPNAV, N00P

Cc: (b) (6) CAPT OPNAV, VCNO; Servello, Christopher S CDR OPNAV, N00P

Subject: [Non-DoD Source] Re: USNI Story

(b) (5)





Bill Moran <(b) (6) @gmail.com>

Quick hitter - BENS

1 message

(b) (6)

Thu, Mar 9, 2017 at 8:53 AM

To: ADM Bill Moran (b) (6) @gmail.com>

Cc: (b) (6) @yahoo.com" <(b) (6) @yahoo.com>, (b) (6)

(b) (6)

(b) (5)



Bill Moran (b) (6) @gmail.com>

FW: [Non-DoD Source] Pence names retired Army intel officer and insurgency expert as national security advisor

1 message

SERVELLO, CHRISTOPHER S CDR OPNAV, N00P

Wed, Jan 25, 2017 at

12:08 PM

(b) (6) @navy.mil>

To: Bill Moran (b) (6) @gmail.com>

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
(b) (6)
(b) (6) @yahoo.com

-----Original Message-----

From: (b) (6) LCDR CHINFO, OI-3

Sent: Wednesday, January 25, 2017 12:08 PM

To: Cutler, Dawn RDML CHINFO; SERVELLO, CHRISTOPHER S CDR OPNAV, N00P; (b) (6)

(b) (6) ENS CHINFO, OI-5; (b) (6) LT OPNAV, N00P; (b) (6) LT CHINFO,
OI-2 PAO; (b) (6) LT CHINFO, PAO; (b) (6) LTJG CHINFO, OI-3; (b) (6) LT
CHINFO, OI-2; (b) (6) LT CHINFO, OI-3; (b) (6) CDR OLA, LA-2; (b) (6)
(b) (6) LT CHINFO, OI-3; (b) (6) LCDR OPNAV, N00P; (b) (6) LT CHINFO, OI-3; (b) (6)
(b) (6) LT CHINFO, OI-3

Subject: FW: [Non-DoD Source] Pence names retired Army intel officer and insurgency expert as national security advisor

From: POLITICO Pro Defense Whiteboard

Sent: Wednesday, January 25, 2017 12:06:41 PM (UTC-05:00) Eastern Time (US & Canada)

To: (b) (6) LCDR CHINFO, OI-3

Subject: [Non-DoD Source] Pence names retired Army intel officer and insurgency expert as national security advisor

By Gregory Hellman

01/25/2017 12:01 PM EDT

Vice President Mike Pence today named retired Army Col. Andrea Thompson, a former intelligence officer in Afghanistan, as his national security adviser and deputy assistant to the president.

Thompson served as chief of staff of the intelligence directorate in Afghanistan, where she worked with retired Lt. Gen. Mike Flynn, President Donald Trump's national security adviser. She was also a senior staff member on the House Homeland Security and Foreign Affairs Committees.

Thompson later directed the McChrystal Group Leadership Institute, which is associated with the

consulting firm run by retired Gen. Stanley McChrystal, the former top commander in Afghanistan. She is also co-author of a book, *Achieving Victory in Iraq: Countering an Insurgency*.

"She has a deep understanding of the complex challenges that face the United States at this juncture in history and is uniquely qualified to serve in this important role," Pence said in a statement.

To view online:

<https://www.politicopro.com/defense/whiteboard/2017/01/pence-names-retired-army-intel-officer-and-insurgency-expert-as-national-security-advisor-082842> <<http://go.politicoemail.com/?qs=ee7a3b470a18ba639238165c4bd7ffe04f7c2f97e8d1dca413d488d352e07c4a412e60a75817bed1>>

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Yes, very <https://www.politicopro.com/_voting?optionIndex=4&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Somewhat <<http://go.politicoemail.com/?qs=ee7a3b470a18ba6340e07e26b08d02e76ab14ceddfe6fb13741a627ccd8c9c4a9ba23f5b0944a5>>

Somewhat <https://www.politicopro.com/_voting?optionIndex=3&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Neutral <<http://go.politicoemail.com/?qs=ee7a3b470a18ba63f388753e84787371a1bd8f45cfceb66e9f7c2097385403c81a647d44075046d8>>

Neutral <https://www.politicopro.com/_voting?optionIndex=2&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Not <<http://go.politicoemail.com/?qs=ee7a3b470a18ba6371b76f0dfbaa418e9132885375d82ad7f4352473cbe699bd9335da9f757453f0>>

Not really <https://www.politicopro.com/_voting?optionIndex=1&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

Not <<http://go.politicoemail.com/?qs=ee7a3b470a18ba63f81ab41d46ef95c9247a98630352e395eb9938f665b2833ae0b7d31f168b8445>>

Not at all <https://www.politicopro.com/_voting?optionIndex=0&action=vote&contentId=00000159-d672-dc1f-a37d-de7f9dd50000&userId=00000155-3696-dd31-ad55-b6d71c280000&alertEmailId=00000159-d692-d723-a35b-de9add5f0000&signature=3ad358fa74122b5178ce80baac68d666b936f8fd80db9b0e30970ec0e44a31b2fb9e285c60ff565f49bc721eff035c24b49d5ba01670f16053cddb85e1a66e2>

<<http://click.politicoemail.com/open.aspx?ffcb10-fe861271736c0c797d-fde911737360037f7c10767d-fe9115737262077c7c-fecb11757666007c-fe1b13717c6205757c1077-fefa1777716403>> You received this POLITICO Pro content because your customized settings include: tags: Defense: White House, Defense: Executive Branch, Defense: Afghanistan, Defense: House Committee On Foreign Affairs, Defense: Iraq, Defense: ISIL, Defense: Pentagon, Defense: Congress. To change your alert settings, please go to <https://www.politicopro.com/settings>
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1000 Wilson Blvd. Arlington, VA, 22209, USA

<http://click.politicoemail.com/profile_center.aspx?qs=03c20853b8eb2112708eece14dc359dc44aefb329c3b5600bec78736de715ccd9c3f45e10684bbacf86376feae2a8196a55c2a190be7a80eb96065eac84e47db193c83bf8d2367f4>

 **smime.p7s**
6K



Bill Moran (b) (6) @gmail.com>

How China rules the waves — FT.com

3 messages

Christopher Servello <(b) (6)@yahoo.com>

Sat, Jan 14, 2017 at 8:35 PM

To: John Richardson (b) (6)

Cc: Bill Moran <(b) (6)@gmail.com> (b) (6)

(b) (6) navy.mil, (b) (6) navy.mil

Very good roll up...

FT investigation: Beijing has spent billions expanding its ports network to secure sea lanes and establish itself as a maritime power

<https://ig.ft.com/sites/china-ports/>

(b) (6)

Vr, Bull

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

Christopher Servello (b) (6)@yahoo.com>

Sun, Jan 15, 2017 at 11:35 AM

To: John Richardson (b) (6), John Richardson (b) (6) navy.mil>

Cc: Bill Moran (b) (6)@gmail.com> (b) (6) (b) (6)

(b) (6) navy.mil, (b) (6) navy.mil

This one doesn't require login...although FT graphics are worth a look.

<http://www.afr.com/news/world/asia/how-china-is-building-up-its-naval-and-shipbuilding-capability-to-rule-the-waves-20170114-gtrmxf>

Vr, Bull

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

[Quoted text hidden]

John Richardson (b) (6)

Sun, Jan 15, 2017 at 12:17 PM

To: Christopher Servello (b) (6)@yahoo.com>

Cc: John Richardson (b) (6) navy.mil>, Bill Moran (b) (6)@gmail.com> (b) (6)

(b) (6) (b) (6) navy.mil, (b) (6) navy.mil

Got it - thanks!

Sent from my iPhone

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

FW: SECNAV parade remarks

1 message

SERVELLO, CHRISTOPHER S CDR OPNAV, N00P

Mon, Jan 9, 2017 at 8:11

AM

(b) (6) @navy.mil>

To: Bill Moran (b) (6) @gmail.com>

CDR Chris Servello
Public Affairs Officer to the CNO
ADM John Richardson
Tel: (b) (6) (office & mobile)
@ (b) (6)
(b) (6) @yahoo.com

2 attachments

 **SNfarewellceremonyspeech.docx**
28K

 **smime.p7s**
6K

Thank you Admiral Richardson, General Neller, Admiral Greenert, Lynne, Elizabeth, Kate and Anne. Thank you all for being here on this chilly January morning – I appreciate it more than you can ever know.

Almost eight years ago, I re-entered this service, sworn in as the 75th Secretary of the Navy, 37 years after departing my last duty station, USS Little Rock. During my time in this storied and historic post, which is almost as old as the United States itself, the days have been long but the years have been short.

I cannot image a better position – or one where the stakes are higher--for our Sailors and Marines, for your families, for our nation.

This assignment is a high privilege but also a solemn responsibility to those who stand the watch protecting the land they love and to their loved ones and to the civilians who support and sustain them. Every decision I've made, every action I've taken, has been guided by one goal: strengthen the Navy and Marines to strengthen our national security.

When I took office, our fleet was shrunken and our economy was in shambles. Too soon would we face sequestration and a government shutdown. Oil dependency and price and supply shocks threatened operations and training and were literally costing us lives; defective laws and antiquated personnel policies limited our ability to attract and retain America's most talented young people. All of this was happening even as an increasingly complex and challenge world imposed ever-increasing demands our naval forces.

But today I can say this: despite all the obstacles, because of the work, the dedication and commitment of Sailors, Marines and civilians, our Navy and Marine Corps are far more capable, far better equipped, to meet and master any event that comes over the horizon than the force that existed on the day in 2009 when I was sworn in. The Navy and Marine Corps are undeniably and significantly different today than they were then, and they are also undeniably and significantly stronger.

We are America's away team, a constant presence around the globe. Presence – around the globe, around the clock – is what makes the Navy Marine Corps team unique and what gives America an unrivaled advantage – on, above, beneath, and from the sea – fostering stability and keeping the peace; assuring that sea lanes remain open and reassuring allies near and far; deterring adversaries and delivering the widest range of options in times of crisis.

Eight years ago, to do all the nation has entrusted to us we had urgent imperatives – to reverse the decline in the fleet and make it fit for the 21st century; to change the way we consumed energy in a world where the old ways were wasteful and unsustainable; and to make our forces more powerful and more resilient for dangers less and less predictable.

There are consequences to a reduced fleet: because we lacked enough ships, we had hard choices about which Combat Commander to support; because we lacked enough ships, our deployments were coming quicker and becoming longer and much more uncertain, because we lacked enough ships, they could not stay long enough in the yards between deployments and they were wearing out and breaking down. Because we lacked enough ships, the Navy and Marine

Corps could not do everything America expects of us – from high-end combat to irregular warfare to safeguarding freedom of navigation and providing humanitarian assistance and disaster relief. And doing all this all around the world and all around the clock.

In 2001, the Navy counted 316 ships. By 2008, after one of the greatest military build-ups in our history, we were down to 278. During those seven years, only 41 ships were contracted – not enough to keep the fleet from continued decline and not enough to keep our shipyards going.

So we not only needed many more ships; we had to get them with much less money. In the last seven years, by taking some basic business decisions, the cost of every type of ship has been dramatically driven down and the number of ships under contract has more than doubled from 41 to 86.

It takes a long time to rebuild a fleet. With the commitments of the last eight years, we've turned the trend of the previous decade and the size of the fleet will reach 300 ships by 2019 and 308 by 2021. The ships we are building now will determine the fleet size years into the future. If you miss a year building ships, the neglect cannot be made up. If years are missed, if not enough ships are built, year in and year out, the impact will be felt for decades.

For a military force, energy is both a weapon and a vulnerability. It can constitute a combat edge – or a weakness which can be exploited.

The Navy has understood the central role of energy and has been a leader in innovation for more than two centuries – moving from sail to coal and from coal to oil and then pioneering the use of nuclear propulsion. Every time the Navy changed types of energy or the way energy was used, there were critics who defended the status quo, arguing that we were giving up something free – the wind – for something that cost money – coal; or that we were abandoning a huge infrastructure – worldwide coaling stations – for oil; or that there was no way nuclear power could be made small enough or safe enough to be put on submarines. Every time, the Navy held firm and made the shift because it gave us an edge that made us a better instrument of national defense.

In 2009 we were at a new point of energy vulnerability and again change was essential. As I took office, the price of oil was at \$140 per barrel and, early in my tenure, the Navy was presented with over \$2 billion in unbudgeted fuel cost increases. We were forced to choose between operations and training and, most crucially, we were losing a Marine, killed or wounded, for every 50 convoys of fuel we brought into Afghanistan. That was unacceptable.

I set ambitious goals for Navy energy; the most far-reaching and fundamental was that by no later than 2020, at least half of all Navy and Marine Corps energy would come from non-fossil fuel sources. We achieved the shore part in 2015 – five years early – and now get 60 percent of energy on our bases from alternatives. We are moving to microgrids, so that even if something happens to the grid, we can still perform our vital military functions. At sea we are at about 35 percent alternatives – of which half is nuclear – and are on track to reach our goal by 2020.

We're making energy where we are, so there is no need for resupply. Giving a company of Marines small, rollable solar panels to power radios and GPSs saves that company 700 pounds of batteries that they don't have to carry and never need to replace. Some SEAL teams are near net zero in water and power, using solar and wind for power and to purify water, so they can stay in the field far longer.

We're being far more efficient in using power as well. Just by changing the light bulbs to LEDs, a destroyer saves 20,000 gallons of fuel a year. Because of all this, oil usage is down 15 percent in the Navy and 60 percent in the Marines.

Tactically, our Marines and SEALs are decisively more mobile and can operate far longer without dangerous re-supply of fuel; by getting rid of generators, they can hear when danger is coming; our ships are staying on station longer; our bases are more adaptable and more secure.

Economically, even with the presently low price of oil, we are saving money on energy; for the first time we have competition in liquid fuels; we are more insulated from price and supply shocks, and there is a whole new income stream for American farmers and small businesses.

Strategically, we are no longer so dependent on nations that may not have our best interests at heart, and we have many more options. In Singapore there is an oil refinery owned by the Chinese. Just down the road there is a biofuel refinery owned by the Finns. We need options so we do not have to rely on the Chinese for fuel for our Navy, particularly in the western Pacific. And we, and our allies, are not nearly as vulnerable to energy threats from adversaries like Russia.

At the same time, we cannot ignore the effects of climate change. This is not just a national issue; it is a grave national security issue. As new routes open amid the melting Arctic ice, as sea levels rise, as storms increase in intensity, the Navy and Marine Corps face new and critical tests. If we fail to act on climate change, instability around the globe will inevitably intensify and even our bases will be at risk of being lost.

I speak of this not to advance some sort of "green" agenda, but because it is indispensable to a 21st century military. A modern energy revolution, a strategic resolve to respond to climate change, can transform how we fight and gives us a combat edge. This is now the new normal in the Navy and Marines. Going back to the way we operated before would be equivalent to stopping the use of nuclear or returning to sails. Going back would mean sacrificing a significant advantage, rendering our forces more vulnerable and needlessly risking the lives of Sailors and Marines.

Today, we have the finest force in our history. The Sailors of today are rightful heirs to those that defeated the world's pre-eminent naval power at sea in the War of 1812, to those who fought at Mobile Bay and Manila, to those who won the battle of the Atlantic in World War I, to those who prevailed at Midway, manned Yankee Station and provided combat air over Afghanistan and Iraq. The Marines of today are rightful heirs to those who fought at Tripoli, Chapultepec, Belleau Wood, Iwo Jima, Chosin, Hue, Kuwait, Fallujah and Helmand.

Ours is also an all-volunteer force in a country where three of four Americans between 18 and 24 do not qualify for military service. It is also a force stressed by a decade and half of war, longer and more unpredictable deployments, and, because of endless budget fights, uncertainty about the future. It is a force at risk because of the crime of sexual assault and the tragedy of suicide.

This is a force composed of the brave and the talented who value service to country over comfort and safety and ease and financial reward. Because you are our best, we have to do our best for you. So we have made careers more flexible and rewarding by creating opportunities for promotion based more on merit and less on time, opportunities to acquire new skills and education, and to take a break from the military for family reasons or to work in private industry. We have tried to make sure people are never forced to choose between service and family by tripling paid maternity leave, expanding child care by two hours in the morning and evening, and adopting two military spouses co-location programs.

We have been aggressive in attacking sexual assault and are seeing improvements there and we are pursuing suicide prevention from the deckplates to senior leadership. We have changed and improved physical standards and diets and ended the symbolic segregation of women by standardizing uniforms for everyone.

The reason I've traveled so much is to see Sailors and Marines where they're deployed, to shake their hands, to look them in the eye, to listen and answer their questions and explain the reasons for the decisions I've made. And I've done this, in the words of the Marine Hymn, "in every clime and place": at every Marine forward operating base in Helmand Province Afghanistan during my dozen visits there; on every type of ship and at virtually every base around the world.

As a wartime Secretary, the first thing I do each morning and the thing that takes priority throughout the day are casualty reports. These are not statistics. These are men and women who volunteered, who raised their hand and said "send me," knowing the risks yet willing to take them, each with family and friends, and, when lost, each leaves voids that will never be fully closed. Every loss is personal – and not just for comrades in combat. This is a dangerous business that these special daughters and sons undertake every day – whether in battle or operations or training.

In his book, *Lords of the Sea*, John Hale describes a dynamic linkage between the Athenian Navy and Athenian democracy. The Navy that defeated a Persian force four times larger at Salamis was powered by ordinary Athenian citizens and commanded by officers of their choosing. When those citizens came home from sea to the Athens they had saved, they demanded a full say in its future, and established a democracy which flourished for centuries.

In ancient Athens where there was no difference between those being defended and those doing the defending, so too in our democracy there cannot be too much distance between those who fight and those they fight for. The protecting force must be reflective of the nation being protected.

A diverse force is a stronger force. Not diversity for diversity's sake, but diversity in background, experience and perspective. A force too alike in its thinking becomes predictable and a predictable force is a defeatable force.

So we have ended arbitrary and ultimately self-defeating restrictions on who can serve and in what capacity. We've set high, job specific standards for every Navy and Marine Corps position. We will not relax these standards for any group or reason. Once you set this standard, then things like race, who you love, where you come from, what your gender or identity is all become irrelevant. The only thing that matters is whether the person doing the job has proven that they can do the job.

Our Navy and Marine Corps will continue to be the world's most formidable and lethal expeditionary fighting force in the world and in history if the only qualification to serve is to be qualified to serve.

In 2011, soon after the repeal of "Don't Ask, Don't Tell," I was in Manas, Kyrgyzstan, at our base there where nearly everyone coming into or returning from Afghanistan passed through. After an all-hands call with about 800 Sailors and Marines, a Navy First Class Petty Officer, who had just finished his third combat deployment with the Marines, came up to me afterwards and said he wanted to thank me for pushing for the repeal. He is gay and said he had been scared for years that he would be found out and kicked out of the service he loved. Imagine, here was someone who had done three combat tours, risking his life time after time to come to the aid of wounded Marines, and yet his biggest fear was that he would be removed from the Navy for being gay. How wrong is that?

When Marines and Sailors are doing their jobs, they're usually a long way from home and the American people don't get a chance to see just how hard the things we expect them to do every day are and just how good they are at doing them. At the start I decided that one of my most important responsibilities is to make sure the Navy and Marine Corps are closely connected to the American people. I've tried to do this in many ways: visiting all 50 states to thank Americans for their support; bringing back NROTC at Harvard, Yale, Princeton and Columbia after an absence of 40 years; establishing NROTC programs at Rutgers and Arizona State, the most diverse campuses in the country.

And I've sought to do this in exercising the duty and privilege of naming ships. That is why I've named ships after nine Medal of Honor and two Navy Cross Recipients, people like John Basilone, Lewis Wilson, John Flynn, Woody Williams, and Jack Lucas from World War II, Lenah Higbee from World War I, Thomas Hudner from Korea, Barney Barnum – who is here today – and Ralph Johnson from Vietnam, Raphael Peralta from Iraq – individuals who fought, and in many cases died, for American values.

It is equally important to honor the values themselves. That is why, in accordance with the longstanding naval tradition of naming support ships for civilians, I have named ships in honor of civil rights and human rights leaders like Medgar Evers, Cesar Chavez, John Lewis, Harvey Milk, Lucy Stone and Sojourner Truth – Americans who also fought, and in some cases died, pursuing our most sacred values of justice, equality and freedom.

The memories I leave with I will carry with me until the end of my days.

Incredibly happy memories: meeting in the Fleet the sons and daughters – and grandchildren – of friends of long ago; being on the sidelines of Navy football games with players who, very soon, would be turning pro in defense of our country; eating ice cream with Sailors and Marines in every corner of the world, shaking the hands of almost 9,000 graduates at eight Naval Academy commencements;

Moving memories: At a Forward Operating Base in Afghanistan, meeting Marines coming in from a firefight, drenched in sweat despite the freezing weather. At Bethesda, visiting warriors with grievous wounds, but no bitterness or regret. Serving and then sitting and eating meals at Camp Leatherneck and onboard ships at sea with Marines and Sailors who would immediately report to their duties and return to the fight. Learning that the mission had been a success and that Osama bin Laden was dead.

Painful memories: hand-writing condolence letters to the families of the fallen, especially those written to children; being at Dover for dignified and heart-breaking transfers and being with one grieving family or many, as I was when we lost 22 SEALs and enablers, five Army and three Air Force comrades, and eight Afghan allies.

Poignant memories: Being at Pearl Harbor and Iwo Jima for the seventieth anniversary of each of those battles and listening to the stories of the dwindling ranks of survivors; talking with one of the last crewmen still alive who was aboard the USS Indianapolis when it sank; helping families reconnect with their ancestors by recovering long lost service records; listening to Thomas Hudner talking about trying so hard but unsuccessfully to save his wingman, Jess Brown, the Navy's first African American aviator.

Personal memories: skydiving with the SEALs, standing on both poles, transiting the straits of Magellan and Malacca and the Panama and Suez canals, experiencing a very small part of Marine pre-deployment training, being given a horse in Mongolia and being made an honorary Chief Petty Officer, landing on a carrier and being catapulted off in the back seat of an F-18, flying at more than the speed of sound in a Growler on 100% biofuels, being "Agent Ray" on the TV show NCIS, throwing out the first pitch in all 30 major league stadiums, being underway for five days on a submarine.

I have been incredibly fortunate in my life, from the parents I had, to the family I cherish, to the friends I hold so dear, to the positions of responsibility I have been entrusted with. But I have never been so honored, so inspired and so encouraged about America's future as I have been in this job, standing side by side with women and men who are willing to sacrifice everything to defend everything America stands for.

My first and only hero was my father. He lived in a town of one thousand people, owned a hardware store with his brother and was a tree farmer. He is buried less than three miles from

where he was born. Like the Navy and Marines, tree farming requires a long time horizon and an abiding belief in the future. In the last year of his life, my father never cut a single tree, but he planted thousands. He planted trees even though he knew he would never benefit in any way. He planted them as an act of hope and faith. His hope was for future generations, including grandchildren – here today – he would never meet. His faith was in a country that had lifted him and his family and had, itself, provided so much hope for the rest of the world.

The work we do for the future of the Corps and the Navy is equally an act of hope and faith. Hope and faith in the ongoing journey of this country and the generations to come who will be in its service.

The sadness I feel at departing at the end of this Administration is matched in much greater measure by pride in the accomplishments we have made together during my second tour of duty. I am absolutely convinced that our Navy and Marine Corps are positioned for a future as noble and brilliant as their past.

Today's Navy and Marine Corps are not only the best in the world, they are the best the world has ever known.

From and to the Navy: Semper Fortis. Always Courageous

From and to the Marines: Semper Fidelis, Always Faithful

And at this leave-taking, to all who serve: Semper Tecum. I will always be with you.



Bill Moran <(b) (6) @gmail.com>

FW: [Non-DoD Source] Opinion: Want a better Navy? Try Fixing the Little Things

1 message

Moran, William F ADM, OPNAV, VCNO (b) (6) navy.mil>
To: (b) (6) @gmail.com" <(b) (6) @gmail.com>

Thu, Dec 15, 2016 at 1:25 PM

-----Original Message-----

From: Christopher Servello [mailto:(b) (6) @yahoo.com]

Sent: Wednesday, December 14, 2016 5:57 PM

To: Richardson, John M ADM CNO

Cc: Moran, William F ADM, OPNAV, VCNO; (b) (6) CNO, N00Z; (b) (6) CAPT
OPNAV, N00; (b) (6) CAPT; (b) (6) LCDR OPNAV, N00P

Subject: [Non-DoD Source] Opinion: Want a better Navy? Try Fixing the Little Things

<https://news.usni.org/2016/12/14/opinion-want-a-better-navy-fixing-the-little-things-can-make-a-big-difference>

Vr, Bull

CDR Chris Servello
Public Affairs Officer to CNO
Admiral John Richardson

(b) (6)

(b) (6)

 **smime.p7s**
6K




Bill Moran (b) (6) @gmail.com>

One-pager

21 messages

Bill Moran <(b) (6) @gmail.com>
To: William Moran <(b) (6) navy.edu>

Sun, Jun 2, 2019 at 1:36 PM

 CNO-32 Core One Pager (4 star readahead).docx
62K

William Moran <(b) (6) navy.edu>
To: Robert Burke <(b) (6) navy.edu>, Small Group Distro <(b) (6) navy.mil>
Cc: Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 1:43 PM

Team, here's my latest draft of the one pager we discussed sending to the 4 stars in advance of NPS. Appreciate your thoughts. Reminder - this is to set the table for discussion of SWOT analysis in order to find common ground and aligned thinking about priorities over the next 4 years that leaves our successors with a Navy we can be proud of and meets the challenges and threats we see on the horizon. Thanks, hope you are all having a terrific weekend! Bill

 CNO-32 Core One Pager (4 star readahead).docx
62K

Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 1:46 PM

To: (b) (6) <(b) (6) navy.edu>, (b) (6) <(b) (6) >, (b) (6) <(b) (6) >, (b) (6) <(b) (6) >
(b) (6)

Was hard for me to tell if the group email to your .edu accounts went through - please acknowledge receipt on that account if it made it to you...otherwise, here's what I just sent out. R, Bill

[Quoted text hidden]

 CNO-32 Core One Pager (4 star readahead).docx
62K

(b) (6) <(b) (6) navy.edu>
To: Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 1:55 PM

Admiral,

Got this email, but not a second one to the small group Distributrice.

Will troubleshoot with ITC.

V/r,
(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>
To: (b) (6)@navy.edu>

Sun, Jun 2, 2019 at 2:04 PM

thanks (b) (6) - please forward to anyone I might have missed...feel free to share with Pinky and the Brain as well as (b) (6) to their private email and not to be shared elsewhere. Bill

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello <(b) (6)>

Sun, Jun 2, 2019 at 3:18 PM

good talk this morning, thanks...just for SA and comment if you like - attached is a shortened version (one pager) that I will share with the 4 stars ahead of time to kick off the discussion - (b) (5)

(b) (5)

(b) (5) Am drafting previously edited longer version based on this document with more explicit call out on priorities and plan. Bill



CNO-32 Core One Pager (4 star readahead).docx
62K

Chris Servello <(b) (6)>
To: Bill Moran <(b) (6)@gmail.com>

Sun, Jun 2, 2019 at 5:26 PM

I was noodling and then stopped myself...this is a good intro doc to get 4-stars moving in the right direction and to build buy-in.

(b) (5)

How you do that will be enlightening for them and will cement for them, that YOU are truly ready for the watch.

Vr, Bull

Chris Servello
(b) (6)

On Jun 2, 2019, at 3:18 PM, Bill Moran <(b) (6)@gmail.com> wrote:

good talk this morning, thanks...just for SA and comment if you like - attached is a shortened version (one pager) that I will share with the 4 stars ahead of time to kick off the discussion - seeds of the three priorities are woven in here, but they do not get called out explicitly so that they don't show up thinking it's all predetermined. Am drafting previously edited longer version based on this document with more explicit call out on priorities and plan. Bill

<CNO-32 Core One Pager (4 star readahead).docx>

(b) (6) (b) (6) Sun, Jun 2, 2019 at 8:26 PM
Reply-To: (b) (6) (b) (6)
To: Bill Moran (b) (6) @gmail.com>, (b) (6) (b) (6)
(b) (6) (b) (6) navy.edu>, (b) (6) (b) (6)
(b) (6) (b) (6) Robert Burke (b) (6) navy.edu>

Admiral,

My thoughts attached. To me it made sense to slightly modify the logic flow. I also tried to tighten up the purpose some, and use it to draw a thread through the document a bit more explicitly. VR

(b) (6)

[Quoted text hidden]

 CNO-32 Core One Pager (4 star readahead)ML.docx
488K

(b) (6) (b) (6) Sun, Jun 2, 2019 at 8:26 PM
Reply-To: (b) (6) (b) (6)
To: Bill Moran (b) (6) @gmail.com>

Quick question about whether you want to also include (b) (6) in these - I think he welcomes being able to pitch in.... VR

(b) (6)

On June 2, 2019 at 1:46 PM Bill Moran (b) (6) @gmail.com> wrote:

[Quoted text hidden]

(b) (6) (b) (6) Sun, Jun 2, 2019 at 8:30 PM
To: Bill Moran (b) (6) @gmail.com>

Sir,

My .edu account will be set up on Tuesday, according to (b) (6) and team.

I've got the paper and will share comments with the small group.

Re: weekend, was really great... tons of fam time and a bit of mind wrestling with 3x3x3 matrix. Got a PT break tomorrow - biking A1A with (b) (6) We'll see if he can take the FL heat!!

(b) (6)

[Quoted text hidden]

[Quoted text hidden]

Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 8:40 PM

To: (b) (6)

we're thinking alike, I asked (b) (6) to add him earlier today, thanks for the back-up

[Quoted text hidden]

Bill Moran <(b) (6) @gmail.com>

Sun, Jun 2, 2019 at 8:47 PM

To: (b) (6)

Cc: (b) (6)

<(b) (6) @navy.edu>, (b) (6)

<(b) (6) @navy.edu>

(b) (6)

(b) (6)

(b) (6)

Robert Burke

I like many of these suggestions...others please spin off (b) (6) mark-ups.

(b) (6) when is our next team session?

Thanks, Bill

On Sun, Jun 2, 2019 at 8:26 PM (b) (6) wrote:

[Quoted text hidden]

(b) (6)

Sun, Jun 2, 2019 at 8:52 PM

To: Bill Moran <(b) (6) @gmail.com>

Cc: (b) (6)

<(b) (6) @navy.edu>, (b) (6)

<(b) (6) @navy.edu>

(b) (6)

(b) (6)

(b) (6)

Robert Burke

And... sorry, i was thinking more about the sentence that says there's no plan (which I recommended deleting). I don't know if you're comfortable with this, but I would argue that you have a new strategy and a developing set of concepts, and the challenge is to align the culture and resources as rapidly as possible with those. Or something like that. To me, the Strategy and DMO are the basic azimuth - if that's the case, then I think you could say (when you get there) that accelerating along that azimuth requires your three priorities. VR

(b) (6)

Sent from my iPad

[Quoted text hidden]

(b) (6) navy.edu>

Sun, Jun 2, 2019 at 8:52 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) (b) (6) (b) (6) (b) (6) (b) (6) Robert
Burke (b) (6) navy.edu>

Admiral,

We are scheduled to meet Thursday, June 6th.

V/r,

(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Sun, Jun 2, 2019 at 8:59 PM

To: (b) (6) navy.edu>

Cc: (b) (6) (b) (6) (b) (6) (b) (6) (b) (6) Robert
Burke <(b) (6) navy.edu>

copy...

and for everyone's SA, slight change in leave plans....after I get back from
Monterey on Sunday or Monday the 23rd or 24th, (b) (6)

(b) (6) for the remainder of that week (b) (6) I will
be back to DC on Sunday the 30th and will start the transition to WLO on the
following Monday (1 July).

r, Bill

[Quoted text hidden]

(b) (6) (b) (6)

Mon, Jun 3, 2019 at 8:52 AM

To: Bill Moran <(b) (6)@gmail.com> (b) (6) (b) (6)

Cc: (b) (6) (b) (6) navy.edu> (b) (6)
(b) (6) (b) (6) Robert Burke
(b) (6) navy.edu>

Team:

Here's a few thoughts which may tighten up the message. These were motivated by the specific audience
— what do they need to read? What do they need to hear?

Confession: this version is 2 lines over the one-page limit.

Cc: (b) (6) navy.edu>, Bill Moran (b) (6) @gmail.com>, (b) (6)
(b) (6) (b) (6) (b) (6) (b) (6)
(b) (6) (b) (6)

Admiral,

This all seems solid to me, but it seems to focus only on sailors. Not sure if that was the intent, but my conception of this pillar (perhaps mistakenly) was that it was broader - to include enterprise iteration and advancement. We talked a bit today about whether the pillar is intended to focus on warfightING (of which people/culture would be an essential part) or warfightERS. I think the N7 construct encompasses the former, if that's the intention of the pillar, but if the goal is to focus on people, then I think this captures that gist.

VR

(b) (6)

Sent from my iPad

[Quoted text hidden]

<Developing Warfighters - 4 June Draft.docx>

(b) (6) (b) (6) Wed, Jun 5, 2019 at 1:26 PM
To: Robert Burke (b) (6) navy.edu>, (b) (6) @navy.edu>
Cc: Bill Moran (b) (6) @gmail.com>, (b) (6) (b) (6)
(b) (6) (b) (6) (b) (6)
(b) (6)

Team,

Note: I've read (b) (6) comments, but was already editing to find a bit of brevity and offer some thoughts on crisp wording ... so this version doesn't extend the audience beyond Sailors (directly at least, but I think most civilians and non-military of all kind will understand that they are not typically included in warfighters, except in a few instances), nor does it address her good point about concise purpose statements.

All told, I've just noticed that I offered a good number of potential edits.

If these thoughts are worth the time and effort, am happy to coordinate with anyone to help adjudicate the changes. Or I can sit down and wait for the team to mull these over and let me know how I can contribute to our teams' goal to create a final doc -- or at least a doc for M4 to consider.

As a recommended next step, would it be advisable to work with ADM Burke to see which suggested changes resonate with him (thus, can be accepted) and which deserve a quick discussion? Goal could be to build a final draft before 0830 Small Group meeting tomorrow.

Standing by, and

Sincerely,



Bill Moran (b) (6) @gmail.com>

Fwd: Reminder

2 messages

Chris Servello (b) (6)
To: Bill Moran <(b) (6) @gmail.com>

Sun, May 19, 2019 at 2:12 PM

Who said something to you?

Chris Servello

(b) (6)

(b) (6)

Begin forwarded message:

From: (b) (6)

Date: May 19, 2019 at 2:05:29 PM EDT

To: (b) (6) (b) (6) (b) (6)

Chris Servello (b) (6)

(b) (6)

(b) (6)

(b) (6)

Subject: Reminder

Team,

Gentle reminder at M4's request. He's not ready to take aspects of the vision or the 3X3X3 outside our small group at this time. He was surprised to have it come out from an unexpected source from outside our small circle. I told him I'd pass on the message that intent hasn't changed and he'd like to keep discussions among us for now in terms of priorities for the future.

V/r,

(b) (6)

Chris Servello (b) (6)

To: (b) (6)

Cc: (b) (6)

Sun, May 19, 2019 at 2:59 PM

That was me...she reached out and asked for some context on the type of strategy he was working. I shared the broad aspects of the rubric.

Chris Servello

(b) (6)

(b) (6)

On May 19, 2019, at 2:45 PM, (b) (6) wrote:

(b) (6) She wrote about the 3x3x3 in her proposal EA emailed out.

On Sun, May 19, 2019 at 2:44 PM Chris Servello (b) (6) wrote:
Do you know who he heard from?



Bill Moran (b) (6) @gmail.com>

Bill, hope you are well. This a harsh piece but worth a read. The JCS will have an important role to play.

4 messages

(b) (6) (b) (6)
To: Bill Moran (b) (6) @gmail.com>
Cc: (b) (6)

Wed, May 15, 2019 at 7:56 AM

A General with a Bias for Action

lobelog.com/a-general-with-a-bias-for-action/

GuestMay 14, 2019

by Andrew J. Bacevich

In late March, General Kenneth McKenzie became the twenty-fourth commander of CENTCOM (more formally known as United States Central Command). On May 8, at an event sponsored by the Institute for the Perpetuation of War and the Promotion of Regime Change, more formally known as the Foundation for the Defense of Democracies (FDD), he outlined his plans for building on the legacy of his 23 predecessors. None of those predecessors, it should be acknowledged, succeeded in accomplishing his assigned mission. Nor, I'm willing to bet, will he.

The essence of that mission, according to General McKenzie himself, is to promote stability. "A stable Middle East underpins a stable world," he announced, and "our steady commitment to our allies and partners provides a force for stability." As to how the region became unstable in the first place, he offers no opinion, leaving listeners with the impression that previous exertions by CENTCOM forces in invading, occupying, bombing, and otherwise spilling blood throughout his Area of Responsibility (AOR) had nothing to do with the absence of stability existing there today.

At any rate, General McKenzie is not inclined to bother with the past. His focus is on the future. "I've always tried to have a bias for action," he told his listeners.

Now let me say for the record that this is exactly the attitude the United States wants to have in its battalion commanders and perhaps in its fighter pilots as well. Yet, given the events that have occurred over the past several decades as a direct or indirect result of U.S. military interventions across much of the Greater Middle East, mark me down as preferring senior commanders with a bias for careful reflection and perhaps even for critically examining how the United States got where it is.

The new CENTCOM commander exhibits no such inclinations. Indeed, one of the reasons he admires the FDD is that it doesn't consist of "a group of luminaries just sitting around admiring the problem set." No, FDD attracts "people that make things happen." Those are his kind of people.

To be removed from the list, send any message to:
iran.strategy-unsubscribe@lists.ploughshares.org

2 attachments

 **image001.png**
1K

 **image001.png**
1K

Bill Moran (b) (6) @gmail.com>

Wed, May 15, 2019 at 8:32 AM

To: (b) (6)

Cc: (b) (6)

thanks for this (b) (6) love the GW quote at the end!!

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Wed, May 15, 2019 at 8:49 AM

To: (b) (6), Chris Servello (b) (6)

(b) (6) you are far better at this than I am...how would you turn the GW quote at the bottom into modern day plain English? Hope you had a restful night and feeling better...if not get to the doctor (that's an order! ;)) Bill

[Quoted text hidden]

2 attachments

 **image001.png**
1K

 **image001.png**
1K

(b) (6)

Wed, May 15, 2019 at 9:29 AM

To: Bill Moran (b) (6) @gmail.com>

Cc: Chris Servello (b) (6)

Hi Boss, I did execute your orders! Went to the doc last night, (b) (6)

(b) (6)

For this terrific GW quote - as you know Washington used to pass around important letters and pieces like this to his trusted "family" to help write and patch together (Hamilton, etc) - by the way, good technique, think have seen this before recently ;-) - thus in the era of ink and quill, the order of "create clarity" sometimes suffered. But timeless in meaning.

GW's earlier point was that our new nation needed time to build and grow without wasting precious energies on the never-ending tumult in Europe. Thus he cautioned his fellow citizens to stay out of international alliances that usually pull a people into wars and loss. As the world's first democratic Republic, situated on a relative island and not beholden to the royal houses of Europe, we were at the same time vulnerable to those pressures and free to stay clear of them.



Bill Moran <(b) (6) @gmail.com>

Session prep

2 messages

Chris Servello (b) (6)

Mon, May 13, 2019 at 6:29 AM

To: Bill Moran (b) (6) @gmail.com>

Cc: (b) (6)

Boss, to help with tonight's discussion, we put together the following resources for review and discussion.

(b) (5)



Bill Moran (b) (6) @gmail.com>

From (b) (6)

2 messages

(b) (6)

Mon, May 13, 2019 at 6:40 PM

To: Bill Moran <(b) (6) @gmail.com>, Chris Servello (b) (6)

(b) (6) was recently in the UK conducting research for his next book (on (b) (6) for a new age)... thought this was interesting, VR, (b) (6)

=====

I thought you might like this --- found in a document I read while in London last week. I love the phrase:
"The grip of sea power" !!!

.. if it is not applied in one form or another, naval war [& navies] ceases to have any real meaning. ---
lifted straight out of Mahan.

(b) (6)

From a RN staff paper ---

"The mistake made by many people is to view maritime war merely as a kind of gladiatorial contest between two opposing fleets, in which the control of communications, including the prevention of trade, plays but a minor part. Viewed in the right perspective, battles [combat] are merely the culminating points of a series of operations for the prevention of trade and, in some cases, the passage of transports. **The [economic] distress arising from the grip of sea power is, in fact, the antecedent cause of most naval operations; and if it is not applied in one form or another, naval war [& navies] ceases to have any real meaning".**

Bill Moran <(b) (6) @gmail.com>

Tue, May 14, 2019 at 5:24 AM

To: (b) (6)

Cc: Chris Servello (b) (6)

yes indeed - it expands the thought process on sea power! send me more ;)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: CDR Sal

2 messages

Chris Servello (b) (6)
To: (b) (6) Bill Moran <(b) (6)@gmail.com>

Mon, May 13, 2019 at 8:15 AM

Chris Servello
(b) (6)
(b) (6)

Begin forwarded message:

From: (b) (6)
Date: May 13, 2019 at 7:20:17 AM EDT
To: Chris Servello (b) (6)
Subject: CDR Sal

https://cdrsalamander.blogspot.com/2019/05/three-cheers-for-forward-presence-and.html?fbclid=IwAR1AyRapoRwT-dC0zSSuVBEXY01SzfWQOKwwJXhLPqxNWGQoKX8KpiLK_Qs

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)
Cc: (b) (6)

Mon, May 13, 2019 at 9:02 AM

Fantastic piece from (b) (6)

Sent from my iPhone
[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Notes from Today

3 messages

(b) (6)
To: (b) (6) @gmail.com, (b) (6)

Sat, May 11, 2019 at 6:48 PM

Boss, just a few takeaways from today:

(b) (5)

(b) (5)

Thanks, Bill

[Quoted text hidden]

(b) (6)

Sat, May 11, 2019 at 9:23 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Sir, makes perfect sense.

Thank you for including me on the team. Hope every member of your family enjoys a terrific MD.

VR

(b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: Great Podcast

4 messages

(b) (6)

Sat, May 4, 2019 at 8:35 PM

To: (b) (6)@gmail.com

good convo, just FYSA

Begin forwarded message:

From: (b) (6)

Date: May 4, 2019 at 8:28:15 PM EDT

To: Chris Servello (b) (6)

Subject: Re: Great Podcast

(b) (5)

Isn't that what our new Navalist movement is all about?

On May 4, 2019, at 7:13 PM, Chris Servello (b) (6) wrote:

Listened this morning. (b) (5)

(b) (5)

From: (b) (6)
Sent: Saturday, May 04, 2019 2:33 AM
To: (b) (6)
Subject: Great Podcast

(b) (6)

Just listened to your piece on Proceedings, masterful. Hard to begin to thank you for all you've done for our profession. Made me wonder, do you think the next CNO should be happy with the current Navy strategy? Would love to discuss when convenient.

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: (b) (6)

Sun, May 5, 2019 at 8:49 AM

do you have a link to the podcast? if so, can you text it to me? thanks

[Quoted text hidden]

(b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Sun, May 5, 2019 at 9:10 AM

Just did!

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>
To: (b) (6)

Sun, May 5, 2019 at 9:33 AM

thanks

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Fwd: Google Alert - moran navy

2 messages

Chris Servello (b) (6)

Tue, Apr 30, 2019 at 4:54 PM

To: (b) (6) Bill Moran <(b) (6) @gmail.com>

(b) (5)

Chris Servello

(b) (6)

(b) (6)

Begin forwarded message:

From: Google Alerts <googlealerts-noreply@google.com>

Date: April 30, 2019 at 4:17:10 PM EDT

To: (b) (6)

Subject: Google Alert - moran navy

Google Alerts

moran navy

As-it-happens update · April 30, 2019

NEWS

CNO nominee backs Navy plan to scrap USS Truman as White House vows to keep the ship

Stars and Stripes

The Navy's plan to decommission the Truman early has been met with ... Moran said the Navy needed to begin those programs immediately to test ...

Lawmakers Probe Navy, Marine Corps Plans on Climate Change - Defense One

Top admiral nominee: Climate change 'going to be a problem' for Navy - The Hill

Marine Corps predicts 80% of its fighter jets will be combat ready by year's end -

Washington Examiner

[Full Coverage](#)

• •



Flag as irrelevant



Bill Moran <(b) (6)@gmail.com>

VPOTUS on TRUMAN

3 messages

(b) (6) Tue, Apr 30, 2019 at 3:11 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

<https://southsidedaily.com/local-news/2019/04/30/vp-pence-uss-truman-will-not-be-retired/>

Chris Servello (b) (6) Tue, Apr 30, 2019 at 3:16 PM
To: (b) (6)
Cc: Bill Moran <(b) (6)@gmail.com>

Just left the building Pentagon press running around looking for context.

Chris Servello

(b) (6)

(b) (6)

On Apr 30, 2019, at 3:11 PM, (b) (6) wrote:

<https://southsidedaily.com/local-news/2019/04/30/vp-pence-uss-truman-will-not-be-retired/>

(b) (6) Tue, Apr 30, 2019 at 3:17 PM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6)@gmail.com>

<https://www.youtube.com/watch?v=39p6LbH1P5I>

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

U.S. Naval Institute Blog

1 message

Chris Servello (b) (6)

Sat, Apr 27, 2019 at 12:08 PM

To: (b) (6) Bill Moran <(b) (6) @gmail.com> (b) (6) (b) (6)

As discussed...

<https://blog.usni.org/posts/2019/04/26/the-navys-stress-problem-a-spouses-perspective>

Chris Servello

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

themes

5 messages

(b) (6) (b) (6) Sun, Apr 14, 2019 at 3:29 PM
Reply-To: (b) (6) b) (6)
To: (b) (6) @gmail.com
Cc: (b) (6) (b) (6)

I mentioned I talked with (b) (6) yesterday; then I had a chance to talk with Bull.

one of the things (b) (6) and I talked about was his big theme - "our neighborhood" - it is very personal to him/his outlook, and represents his plan for SOUTHCOM. He introduced it at his hearing, incorporated it into the change of command, and intends to make it the centerpiece of his tenure.

(b) (5)

(b) (5)

Just had a great conversation with (b) (6) about his take on being a JCS member, how he sees it now and how it might evolve. MTF on that. VR

(b) (6)

Sent from my iPad

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Sun, Apr 14, 2019 at 9:30 PM

To: (b) (6) (b) (6)

Cc: (b) (6) (b) (6)

(b) (5)

Sent from my iPhone

[Quoted text hidden]

(b) (6)

Sun, Apr 14, 2019 at 10:09 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) (b) (6) (b) (6)

Sir, as much as it goes against your grain, think folks want to know who you are, too, and how your history, philosophy, experiences shape your worldview... know you'd probably want to pivot fast and make that a quick first step towards "us"... but from time to time, there is a push off point..

... in (b) (6) case, it seems, his personal background of "neighborhood" comes naturally... applied to many levels but original in context because he owns it...

(b) (5)

VR,

(b) (6)



Bill Moran (b) (6) @gmail.com>

Fwd: Sunday Digest | All of the Week's Infographics

1 message

(b) (6) (b) (6)
Reply-To: (b) (6) (b) (6)
To: (b) (6) (b) (6) @gmail.com

Sun, Apr 14, 2019 at 3:35 PM

Sunday Digest | All of the Week's Infographics----- Original Message -----
From: Visual Capitalist <info@visualcapitalist.com>
To: (b) (6)
Date: April 14, 2019 at 1:01 PM
Subject: Sunday Digest | All of the Week's Infographics

Sunday Digest - Every Infographic From the Past Week

[View this email in your browser](#)

Sunday Digest: Last Week's Infographics

Here are all the infographics from last week in one easy place!

[Visualizing the AI Revolution in One Infographic](#)

The AI revolution is shaping the future of business. Learn about the history of AI, as well as the numbers and projections around its potential impact

[A History of Revolution in U.S. Taxation](#)

U.S. taxation has undergone massive changes over the last 250 years. From the American Revolution to modern reform, we explore its long history.

[Mapping 40 Years of Modern Piracy](#)

Ever since humans first sailed the high seas, piracy has been a dangerous risk. See instances of modern piracy on this detailed map.

Learn More About "Visualizing Change"

Want to learn more about the **Visual Capitalist** book?

We have everything you need to know [here](#).

Learn More About Our Book!

Visual Capitalist produces and curates rich visual content on investing and business.

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This email was sent to (b) (6)
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Visual Capitalist · #100 - 211 Columbia St · Vancouver, BC V6A 2R5 · Canada



Bill Moran <(b) (6)@gmail.com>

Notes from Today

4 messages

(b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil> Sat, Jan 12, 2019 at 11:33 AM
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6) Chris Servello (b) (6) (b) (6)
(b) (6) CIV" (b) (6) navy.mil>

Admiral,

My notes from this AM (after doing a very poor job of managing the easel paper)- open to any/all pile-on. Something to build onto with more structure as we flesh-out way ahead and to compare notes.

(b) (5)

Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

(b) (5)

Alignment with Fleet Commanders (full day sync-ups). Down to numbered fleets as well.

Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller, (b) (6) CEOs via (b) (6) Danzig. Think of others.

Very respy,
(b) (6)

(b) (6)
Executive Assistant to the
Vice Chief of Naval Operations
(b) (6)

NIPR: (b) (6) @navy.mil
SIPR: (b) (6) @navy.smil.mil

Bill Moran <(b) (6) @gmail.com>
To: Robert Burke <(b) (6)>
Bcc: (b) (6) <(b) (6) @gmail.com>

Sat, Jan 12, 2019 at 5:55 PM

Bob, my thoughts/notes from this AM. Not at all comprehensive, just a start and to let you see what's on my mind at a very early stage. Something to build onto with more structure as we flesh-out way ahead and to compare notes with each other.

(b) (5)

(b) (5)

Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

Miscellaneous:

(b) (6)

BOTTOM OF HOURGLASS (Operational):

- Next six months - alignment with Fleet Commanders (full day sync-ups).
Down to numbered fleets as well.
- Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller,
(b) (6) CEOs via (b) (6) Danzig. Think of others.

Lots more to flesh out - goal is for us (you and me led) to hit the deck running.

Hope you're having a good weekend! Let it snow, let it snow!

Bill

Bill Moran <(b) (6)@gmail.com> Sun, Jan 13, 2019 at 8:11 PM
To: (b) (6) (b) (6) (b) (6)
(b) (6)

(b) (5)

Thank you all for being so supportive and willing to be partners. R, Bill

Sent from my iPhone

Begin forwarded message:

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>
To: (b) (6) (b) (6)@gmail.com>

Sat, Feb 2, 2019 at 8:23 AM

----- Forwarded message -----

From: **Bill Moran** <(b) (6)@gmail.com>

Date: Sat, Jan 12, 2019 at 5:55 PM

Subject: Fwd: Notes from Today

To: Robert Burke (b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Integrated Capability Analysis

2 messages

(b) (6)

Fri, Mar 15, 2019 at 11:06 AM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello <(b) (6)>

Boss, interesting report by GAO below.. (b) (5)

(b) (5)

In Defense One: <https://www.defenseone.com/news/2019/03/the-d-brief-march-15-2019/155587/>

Ever wonder why Pentagon officials don't consider alternative force structures or question assumptions? The Government Accountability Office did, and now we have a report (PDF) on the matter. The report's super-boring title: "Revised Analytic Approach Needed to Support Force Structure Decision-Making" Why do this study? In case "challenges posed by major powers—China and Russia" rapidly escalate and the U.S. defense sector is too inflexible to adapt. Or, in the report's own language: "DOD's 2018 National Defense Strategy continues the department's shift toward focusing on the challenges posed by major powers—China and Russia. The strategy concludes that DOD must pursue urgent change at a significant scale and starkly warns that failure to properly implement the strategy will rapidly result in a force that is irrelevant to the threats it will face. To implement the change DOD envisions, senior leaders must have quality information."

One of the three recommended solutions sounds simple enough: "The Secretary of Defense should establish an approach for comparing competing analyses and conducting joint analyses for force structure to support senior leaders as they seek to implement the National Defense Strategy." Find the other two, here. (h/t (b) (6))

Report: <https://www.gao.gov/assets/700/697533.pdf>

Bill Moran <(b) (6)@gmail.com>

Sat, Mar 16, 2019 at 7:43 PM

To: (b) (6)

Cc: Chris Servello <(b) (6)>

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

China Current Account Deficit

2 messages

(b) (6)

Fri, Mar 15, 2019 at 7:42 AM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Sir, important piece in latest Economist... (b) (5)

(b) (5)

VR.

(b) (6)

<https://www.economist.com/leaders/2019/03/16/china-may-soon-run-its-first-annual-current-account-deficit-in-decades>

That China sells more to the world than it buys from it can seem like an immutable feature of the economic landscape. Every year for a quarter of a century China has run a current-account surplus (roughly speaking, the sum of its trade balance and net income from foreign investments). This surplus has been blamed for various evils including the decline of Western manufacturing and the flooding of America's bond market with the excess savings that fuelled the subprime housing bubble.

Yet the surplus may soon disappear. In 2019 China could well run its first annual current-account deficit since 1993. The shift from lender to borrower will create a knock-on effect, gradually forcing it to attract more foreign capital and liberalise its financial system. China's government is only slowly waking up to this fact. America's trade negotiators, meanwhile, seem not to have noticed it at all. Instead of focusing on urging China to free its financial system, they are more concerned that China keep the yuan from falling. The result of this myopia is a missed opportunity for both sides.

China's decades of surpluses reflected the fact that for years it saved more than it invested. Thrifty households hoarded cash. The rise of great coastal manufacturing clusters meant exporters earned more revenues than even

Bill Moran (b) (6) @gmail.com>

Sat, Mar 16, 2019 at 7:38 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Check-in and follow up to request

2 messages

(b) (6)

Thu, Mar 14, 2019 at 8:14 AM

To: "Moran, Bill" <(b) (6)@gmail.com>

VCNO,

Sir, I am hearing good rumors about you for CNO, congratulations.

Wanted to drop a quick note to let you know I've been heavily involved in the USNAAA Greater Washington Chapter Board for nearly three years now, moving into a newly created Outreach & Engagement role two years ago to try and help turn the ship around for a large and failing organization.

It has been a heavy lift and the work is not complete, however we've made great progress as evidenced by our very first Distinguished Speaker Series event back in Jan when ADM Caldwell graciously spoke to about 75 alums at the Lockheed Martin GVC in Crystal City. We even had ADM Cecil Haney come out and join the chapter! Our next event is 5/2 and CNO Richardson is speaking, so we are excited about that event and expect bigger attendance as the word gets out about these events.

The next step in the plan is getting back in the saddle on luncheons which were a staple of the old regime, and I believe you may have spoken at one out at the Army Navy Country Club. We've moved the venue to the Army Navy Club downtown to address the transportation and timing challenges and have our first date set at 4/26. Chris Servello and (b) (6) are jointly tackling an invite for you to be our speaker and help us kick things off right. If you can make it, we'd certainly appreciate it.

That's all, just wanted to give you a quick status update, let you know I am behind the push, and ask for your support if your schedule allows.

Hope you are holding up well under the pressures and certainly look forward to an opportunity to see you again.

Sincerely,

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Thu, Mar 14, 2019 at 3:13 PM

To: (b) (6)

Bcc: Chris Servello (b) (6)

(b) (6) thanks for the note...please send me an invite on NIPR (b) (6)@navy.mil" and I will promptly accept pending any other schedule conflicts I don't see. Appreciate the opportunity to address some alum! Cheers, Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

RE: Bridge Wing Chat Invitation: Sharks with Lasers, Robotic Squids, AI Detailing: The Hope, The Hype and The Hard Truths about a Digital Navy

4 messages

Moran, William F ADM USN VCNO (US) (b) (6) navy.mil>

Thu, Mar 14, 2019 at 2:38 PM

To: (b) (6)

Cc: (b) (6) CAPT USN VCNO (US) (b) (6) navy.mil>, (b) (6) CDR USN DCNO N2N6 (US) (b) (6) navy.mil>

(b) (6) let me know how interest develops. Seems like this topic is near the top of people's interest list. Thanks, Bill

-----Original Message-----

From: (b) (6)

Sent: Thursday, March 14, 2019 11:11 AM

To: (b) (6)

Subject: [Non-DoD Source] Bridge Wing Chat Invitation: Sharks with Lasers, Robotic Squids, AI Detailing: The Hope, The Hype and The Hard Truths about a Digital Navy

Sharks with Lasers, Robotic Squids, AI Detailing:

The Hope, The Hype and The Hard Truths about a Digital Navy

Can the Navy develop a data driven maritime force? Can we integrate artificial intelligence and machine learning across all functions? Can we use best practices from Silicon Valley to compete and win on a global scale? Help us find the opportunities in the digital age to advance American sea power.

Moderated by the Vice Chief of Naval Operations, this Bridge Wing Chat will focus on digital (data management, cloud computing, artificial intelligence and machine learning) modernization. As the ideas and concepts for using this advanced technology are being discussed and debated by industry entrepreneurs and Navy leaders, and in war-fighting capability briefings and congressional hearings, this panel will dive into the current thinking and where the Navy should go in the future.

Thursday, 4 April 2019

U.S. Navy Memorial Burke Theater

The mission of the United States Navy Memorial is to Honor, Recognize and Celebrate the men and women of the Sea Services, past, present and future; and to Inform the public about their service. To learn more, visit [navymemorial.org](http://www.navymemorial.org/) <<http://www.navymemorial.org/>>

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<<mailto:jseffel@navymemorial.org?subject=Please%20unsubscribe%20me%20from%20your%20mailing%20list>>

Bill Moran <(b) (6) @gmail.com>
To: Chris Servello (b) (6)

Thu, Mar 14, 2019 at 3:00 PM

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6) @gmail.com>

Thu, Mar 14, 2019 at 3:04 PM

Another event (b) (5)
(b) (5)

Chris Servello

(b) (6)
(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6) @gmail.com>
To: Chris Servello (b) (6)

Thu, Mar 14, 2019 at 3:09 PM

Agree. I'll respond to (b) (6) and BCC you for SA. Let's really focus on the themes...some that are absolutes (principles) and others that are worth testing (to your point). Tonight with (b) (6) (b) (6) I'm going to push on this, so perhaps we'll narrow it down a bit. Thanks, Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

DC USNA Alumni chapter lunch

3 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Thu, Mar 14, 2019 at 12:56 PM

Sir, would you consider being our lunchtime speaker in 26 Apr 11-1300 at the Army-Navy Club?

Ideally, you would talk about the Navy's role in great power competition, the need to digitize the Navy and the importance of reaching larger American audiences.

We have an evening event w/ CNO on 02 May...expect he will talk about Navy role in national security, core attributes and the competence and character discussion.

Our audience is trending much younger and (b) (6) and I pushing hard to make these events calls to action...along with comradely and networking events.

Timing would be very good...likely right after an announcement...a chance for you to use the safe and friendly environment as a "practice round" for themes and more important audiences.

Mentioned to (b) (6) ..if you are willing, I will work the invite and logistics.

Vr, Bull

Chris Servello

(b) (6)

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Thu, Mar 14, 2019 at 2:09 PM

To: Chris Servello (b) (6)

thanks Chris, yesterday (b) (6) sent a similar note...my only concern is proximity to CNO's pitch a week later - too much?

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Thu, Mar 14, 2019 at 2:55 PM

(b) (5)

Happy to discuss for further.

Chris Servello

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Bolton Notes

2 messages

(b) (6)

Sun, Mar 10, 2019 at 5:29 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Boss, thanks for your time today...just some rough notes taken last night and today after perusing his books, articles, and other things he's written over his career in government. VR, (b) (6)



Bolton Files.docx
25K

Bill Moran <(b) (6)@gmail.com>

Sun, Mar 10, 2019 at 5:38 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

Excellent primer (b) (6) Thanks to both of you for coming over and talking through this first, very helpful.
R, Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd:

2 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Tue, Feb 26, 2019 at 8:45 AM

Chris Servello

(b) (6)

(b) (6)

Begin forwarded message:

From: (b) (6)

Date: February 26, 2019 at 8:39:29 AM EST

To: Chris Servello (b) (6)

<https://www.propublica.org/article/navy-accident-changes-fitzgerald-mccain-davidson>

Moran comes across pretty well (or at least much different than Davidson) The assertions are pretty spot on.

Bill Moran (b) (6)@gmail.com>

To: Chris Servello (b) (6)

Tue, Feb 26, 2019 at 2:11 PM

Thanks, those are high marks from (b) (6) as I am learning ;)

Testimony by fleet commanders sounds like it went well...

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Notes from Today

4 messages

(b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil>

Sat, Jan 12, 2019 at 11:33 AM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) (b) (6) Chris Servello (b) (6) (b) (6)

(b) (6) CIV" (b) (6) navy.mil>

Admiral,

My notes from this AM (after doing a very poor job of managing the easel paper)- open to any/all pile-on. Something to build onto with more structure as we flesh-out way ahead and to compare notes.

(b) (5)



Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

(b) (5)



Alignment with Fleet Commanders (full day sync-ups). Down to numbered fleets as well.

Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller, (b) (6), CEOs via (b) (6), Danzig. Think of others.

Very respy,

(b) (6)

(b) (6)

Executive Assistant to the
Vice Chief of Naval Operations

(b) (6)



Bill Moran <(b) (6)@gmail.com>
To: Robert Burke <(b) (6)>
Bcc: (b) (6) <(b) (6)@gmail.com>

Sat, Jan 12, 2019 at 5:55 PM

Bob, my thoughts/notes from this AM. Not at all comprehensive, just a start and to let you see what's on my mind at a very early stage. Something to build onto with more structure as we flesh-out way ahead and to compare notes with each other.

(b) (5)



(b) (5)

Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

Miscellaneous:

(b) (5)



- Next six months - alignment with Fleet Commanders (full day sync-ups). Down to numbered fleets as well.
- Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller, (b) (6), CEOs via (b) (6), Danzig. Think of others.

Lots more to flesh out - goal is for us (you and me led) to hit the deck running.

Hope you're having a good weekend! Let it snow, let it snow!

Bill

Bill Moran (b) (6) @gmail.com>

Sun, Jan 13, 2019 at 8:11 PM

To: (b) (6) @gmail.com, (b) (6) (b) (6)

(b) (6)

(b) (5)



Thank you all for being so supportive and willing to be partners. R, Bill

Sent from my iPhone

Begin forwarded message:

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Sat, Feb 2, 2019 at 8:23 AM

To: b Moran 1010 (b) (6) @gmail.com>

----- Forwarded message -----

From: **Bill Moran** <(b) (6)@gmail.com>

Date: Sat, Jan 12, 2019 at 5:55 PM

Subject: Fwd: Notes from Today

To: Robert Burke (b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Speech and TP's

5 messages

Bill Moran <(b) (6)@gmail.com>

Sun, Jan 27, 2019 at 10:39 AM

To: Chris Servello (b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6)

Gents, thanks for the feedback on the commissioning ceremony - and while I hate watching or listening to myself, I did this morning to see your points and it helped. First I noticed that my cover rides on my cranium in a crooked fashion - gotta fix that!! ;). Second, Bull had it right last night that it is a different kind of ceremony when one of these events is a bout a person, not a city or battle or state...this one was clearly very personal and we missed that early on. (b) (6)

(b) (6)

As for my transitions - plainly obvious that my shifts from "memory" or extemporaneous moments back to the written material is where the shortcomings become apparent. While I attribute that to poor preparation on my part (not as familiar with flow and transitions than I should be), it is also a structural flaw in the way we are putting these speeches together (these speeches meaning low threat and intended to really connect with the local audience). The more serious speeches do need to be more disciplined as I move to the next level...and for that I'll need a seasoned writer who truly knows my comfort zones and word usage.

Now, to TP's (long folds) for AHCs and the like.

Themes I'm beginning to zero in on:

(b) (5)

(b) (5)

Sincerely,

(b) (6)

Cell: (b) (6)

Work: (b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Mon, Jan 28, 2019 at 9:15 AM

To: (b) (6) (b) (6)

Cc: Chris Servello (b) (6)

(b) (6)

(b) (6)

(b) (6)

Thanks for all of the feedback gents!

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: Question

2 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Sun, Jan 27, 2019 at 3:27 PM

See below...

Chris Servello

(b) (6)

Begin forwarded message:

From: (b) (6) (b) (6)@washpost.com>
Date: January 27, 2019 at 2:59:22 PM EST
To: Chris Servello (b) (6)
Subject: Question

Chris:

Do you have a good email address to CNO Adm. Richardson? I want to make sure he knows that he would be most welcome at (b) (6) on (b) (6) at (b) (6)

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Sun, Jan 27, 2019 at 3:35 PM

Thanks Chris

Sent from my iPhone

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

190123 DIROSA.docx

4 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Fri, Jan 25, 2019 at 5:21 AM

Have been going back and forth with (b) (6) on how and where he could help and in what capacity if anything was possible.
What he came back with is worth a read.

Vr, Bull

Chris Servello
(b) (6)

 **190123 DIROSA.docx**
19K

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Fri, Jan 25, 2019 at 10:46 AM

first glance, it looks like a CHINFO position description...

[Quoted text hidden]
[Quoted text hidden]

Chris Servello
(b) (6)

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Fri, Jan 25, 2019 at 11:12 AM

(b) (5)

Vr,

Chris Servello
(b) (6)

Director, OPNAV Office of Strategic Alignment

(b) (5)

The points above are the kinds of things that could eventually find their way into a formal position description. Here is a more informal description of what DIROSA does:

(b) (5)

(b) (5)

Now, the ugly stuff....my red-lines:

(b) (5)



Bill Moran <(b) (6)@gmail.com>

Latest from Neller

7 messages

Chris Servello (b) (6)

Fri, Jan 25, 2019 at 6:54 AM

To: (b) (6)@gmail.com, (b) (6)

<https://www.hqmc.marines.mil/Portals/142/Docs/Message%20to%20The%20Force%202019%20Continue%20the%20Attack%20190125.pdf?ver=2019-01-24-142441-117>

Chris Servello
(b) (6)



Message to The Force 2019 Continue the Attack 190125.pdf
204K

Bill Moran <(b) (6)@gmail.com>

Fri, Jan 25, 2019 at 7:08 AM

To: Chris Servello (b) (6)

Cc: (b) (6)

What a great way for a new CNO to communicate to the fleet

Sent from my iPhone

On Jan 25, 2019, at 6:54 AM, Chris Servello (b) (6) wrote:

<https://www.hqmc.marines.mil/Portals/142/Docs/Message%20to%20The%20Force%202019%20Continue%20the%20Attack%20190125.pdf?ver=2019-01-24-142441-117>

<Message to The Force 2019 Continue the Attack 190125.pdf>

Chris Servello
(b) (6)

Chris Servello (b) (6)

Fri, Jan 25, 2019 at 7:11 AM

To: Bill Moran <(b) (6)@gmail.com>



Bill Moran <(b) (6)@gmail.com>

Comms!

2 messages

Bill Moran <(b) (6)@gmail.com>

Thu, Jan 24, 2019 at 10:22 AM

To: Chris Servello (b) (6)

<https://federalnewsnetwork.com/dod-personnel-notebook/2019/01/the-navy-needs-to-follow-these-steps-to-make-pay-for-performance-work/>

Chris Servello (b) (6)

Thu, Jan 24, 2019 at 3:36 PM

To: Bill Moran <(b) (6)@gmail.com>

Dont even know where to begin...

Chris Servello

(b) (6)

On Jan 24, 2019, at 10:22 AM, Bill Moran (b) (6)@gmail.com> wrote:

<https://federalnewsnetwork.com/dod-personnel-notebook/2019/01/the-navy-needs-to-follow-these-steps-to-make-pay-for-performance-work/>



Bill Moran <(b) (6)@gmail.com>

Re: USS Michael Monsoor Commissioning

1 message

Chris Servello (b) (6)

Tue, Jan 22, 2019 at 7:58 AM

To: (b) (6)

Cc: (b) (6)

(b) (5)



Chris Servello

(b) (6)

On Jan 22, 2019, at 7:43 AM, (b) (6) wrote:

Good morning Sir,

Hope you had a great weekend! Found out yesterday that the boss will be attending the commissioning of Michael Monsoor in Coronado this weekend. He will have a speaking role, but not the keynote (similar to THD). In terms of themes, I was thinking of continuing the narrative from THD along the lines of the Navy story? Any suggestions would be greatly appreciated!

Thanks!

V/r,

(b) (6)

(b) (6)

LT, USN

Phone: (b) (6)



Bill Moran <(b) (6)@gmail.com>

EA Candidate

1 message

Bill Moran (b) (6)@gmail.com>

Sun, Jan 20, 2019 at 9:48 AM

To: Chris Servello (b) (6)

CAPT (b) (6)



Bill Moran <(b) (6)@gmail.com>

Rules the Waves, Pt II

4 messages

(b) (6)

Sun, Dec 30, 2018 at 4:56 AM

To: (b) (6)@gmail.com, (b) (6)

Britain will open two new military bases in the Caribbean and South East Asia as the country looks to step up its military presence overseas after Brexit, [Gavin Williamson](#) has revealed.

The Defence secretary urges Britons to stop downplaying the country's influence internationally and recognise that the UK will stand tall on the world stage after [leaving the European Union](#).

In an interview with The Telegraph in his Ministry of Defence office, Mr Williamson says: "We have got to be so much more optimistic about our future as we [exit the European Union](#).

"This is our biggest moment as a nation since the end of the Second World War, when we can recast ourselves in a different way, we can actually play the role on the world stage that the world expects us to play.

"For so long - literally for decades - so much of our national view point has actually been coloured by a discussion about the European Union.

"This is our moment to be that true global player once more - and I think the [Armed Forces](#) play a really important role as part of that."

He says: "I am also very much looking at how can we get as much of our resources forward based, actually creating a deterrent but also taking a British presence. We are looking at those opportunities not just in the Far East but also in the Caribbean as well."

The bases would have service and maintenance staff, supply ships and equipment sited there.

Mr Williamson has deliberately attempted to ensure that UK military assets are visibly deployed around the world over the past year as a demonstration of British military might.

He says: "For the first time in a generation this Christmas we have two ships operating in the Pacific Ocean a long way from home.

"We are the second biggest inward investor into that region. So if our economic interests are there we should also have a military interest there."

With just over 90 days until Britain leaves the European Union, the Defence secretary says it is time to strike a more optimistic tone about the UK's future outside the EU.

Mr Williamson predicts that the "political focus will shift quite dramatically" after Brexit and the UK has to build "deeper relationships with Australia, Canada, New Zealand, Caribbean countries but also nations right across Africa".

He says these countries will "look to us to provide the moral leadership, the military leadership and the global leadership".

"They realise that we are good partners and actually the values that we stand for of tolerance, democracy and justice, these are the values that they hold dear to their hearts."

[The Royal Navy](#) is due to start taking delivery of additional offshore patrol vessels - which are tasked with fisheries protection and fighting drugs smuggling - at the beginning of next year, taking the fleet from three to eight.

On the departmental front, Mr Williamson's team of officials are drafting a new law to be published as early as next month to provide greater protections for all members of the Armed Forces from prosecution.

He says he wants to give these protections not just to veterans of the Troubles in Northern Ireland, but to "veterans of conflicts before that and conflicts since that, Iraq and Afghanistan".

Mr Williamson wants to give "them the confidence that the country that they have always supported, the country that they have always defended is also the country that supports and defends them".

He also insists that problems with a contract run by Capita which has seen army recruitment flatline are being sorted out after he deployed 200 servicemen and women into recruiting centres.

He says: "Having the experienced sergeant out there, talking about their experiences, talking about the brilliant quality of life that they can have, as joining the Armed Forces.

"We have put 200 service personnel into the system — selling the message, and what we have seen is a large spike in the number of people starting to apply."

"It is a really important message, getting the Armed Forces on the front line of recruitment, banging the recruitment drum, selling the actual dream of what the Armed Forces can do.

"I want the very best in the Army, the Navy and the Air Force and we are determined to get them."

"I think it is my duty to do that. You have got men and women who serve our country who do things for us to keep us safe that few others would be willing to do or would have the capability to do.

"So if I am the voice that bangs that drum for them - no apology whatsoever, I see it as my duty, I see it as my job."

Bill Moran (b) (6) @gmail.com>
To: (b) (6)
Cc: (b) (6)

Sun, Dec 30, 2018 at 5:56 AM

Good one!
[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran (b) (6) @gmail.com>
Cc: (b) (6)

Sun, Dec 30, 2018 at 7:26 AM

Challenges of technology, innovation and competition in the new year

<https://thehill.com/opinion/technology/423066-challenges-of-technology-innovation-and-competition-in-the-new-year>

For 2019, the White House and Congress should prioritize progress toward a national strategy for AI development. The United States lags behind China and other nations that have created more comprehensive frameworks for AI policy, and the U.S. government must pursue policymaking to leverage the opportunities - and mitigate the disruption - of the AI revolution.

[Quoted text hidden]

--
Chris Servello
Mobile: (b) (6)

(b) (6)
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

Sun, Dec 30, 2018 at 8:10 AM

Important point - Bracken and others said much the same:

"Historically, patterns of technological advancement have shaped the rise and fall of great powers, and they do so today. The future balance of power between the United States and China will be influenced by strategic technologies. Increasingly, Beijing's advances and ambitions, whether in biotechnology



Bill Moran (b) (6) @gmail.com>

As we've slept our military has diminished

2 messages

Chris Servello (b) (6) Mon, Dec 24, 2018 at 7:35 AM
To: Bill Moran <(b) (6) @gmail.com>, (b) (6)

http://thewashingtonpost.newspaperdirect.com/epaper/iphone/homepage.aspx#_articlefa65838a-3ebd-49bc-afe7-f462a3c34ea3

--
Chris Servello
Mobile: (b) (6)

(b) (6) Mon, Dec 24, 2018 at 8:05 AM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

(b) (5)

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Fwd: BREAKING NEWS: Mattis to retire in February, Trump says

2 messages

(b) (6)

Thu, Dec 20, 2018 at 5:37 PM

To: Bill Moran (b) (6) @gmail.com>, Chris Servello (b) (6)

Am sure you know but just in case... VR (b) (6)

----- Forwarded message -----

From: POLITICO <email@politicoemail.com>

Date: Thu, Dec 20, 2018 at 5:31 PM

Subject: BREAKING NEWS: Mattis to retire in February, Trump says

To: (b) (6)

Defense Secretary James Mattis will retire at the end of February, President Donald Trump tweeted on Thursday.

While the announcement came as a surprise, it has long been expected that Mattis would depart the Trump administration sometime after the November midterms. The move also comes amid uncertainty over the removal of U.S. troops from Syria, a decision Trump made over the advice of many military advisers.

"General Mattis was a great help to me in getting allies and other countries to pay their share of military obligations," Trump tweeted. "A new Secretary of Defense will be named shortly."

Read more: <https://www.politico.com/story/2018/12/20/mattis-to-retire-in-february-trump-says-1072150>

To change your alert settings, please go to <https://secure.politico.com/settings>

POLITICO

This email was sent to (b) (6) by: POLITICO, LLC 1000 Wilson Blvd. Arlington, VA, 22209, USA

Please click [here](#) and follow the steps to unsubscribe.

Chris Servello (b) (6)

Thu, Dec 20, 2018 at 5:42 PM

To: (b) (6)

Cc: Bill Moran (b) (6) @gmail.com>

Just sent you the letter

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

How China Wants to Reshape the World Order

1 message

(b) (6)

Fri, Dec 14, 2018 at 10:17 AM

To: (b) (6) <(b) (6)@gmail.com>

"...Beijing to steer clear of open confrontation with the United States or its primary allies. Instead, the coming bipolarity will be an era of uneasy peace between the two superpowers. Both sides will build up their militaries but remain careful to manage tensions before they boil over into outright conflict.

And rather than vie for global supremacy through opposing alliances, Beijing and Washington will largely carry out their competition in the [economic](#) and [technological](#) realms.

At the same time, U.S.-Chinese bipolarity will likely spell the end of sustained multilateralism outside strictly economic realms, as the combination of nationalist populism in the West and China's commitment to national sovereignty will leave little space for the kind of political integration and norm setting that was once the hallmark of liberal internationalism."

<https://www.foreignaffairs.com/articles/china/2018-12-11/age-uneasy-peace>



Bill Moran <(b) (6)@gmail.com>

Allison: China and Russia: A Strategic Alliance in the Making

1 message

(b) (6)
To: (b) (6) (b) (6)@gmail.com

Sun, Dec 16, 2018 at 6:09 AM

<https://nationalinterest.org/feature/china-and-russia-strategic-alliance-making-38727?page=0%2C1>

Most American experts discount Sino-Russian military cooperation. Commenting on this year's unprecedented military exercise in which 3,000 Chinese soldiers joined 300,000 Russians in practicing scenarios for conflict with NATO in Eastern Europe, Secretary of Defense Mattis said: "I see little in the long term that aligns Russia and China."

HE SHOULD look more carefully. What has emerged is what a former senior Russian national security official described to me as a "functional military alliance." Russian and Chinese generals' staffs now have candid, detailed discussions about the threat U.S. nuclear modernization and missile defenses pose to each of their strategic deterrents. For decades, in selling arms to China, Russia was careful to withhold its most advanced technologies. No longer. In recent years it has not only sold China its most advanced air defense systems, the S-400s, but has actively engaged with China in joint r&d on rockets engines—and UAVs. Joint military exercises by their navies in the Mediterranean Sea in 2015, the South China Sea in 2016 and the Baltic Sea in 2017 compare favorably with U.S.-Indian military exercises.

As a Chinese colleague observed candidly, if the United States found itself in a conflict with China in the South China Sea, what should it expect Putin might do in the Baltics?



Bill Moran <(b) (6)@gmail.com>

The fight to keep ideas open to all - Open Voices

1 message

Chris Servello (b) (6)

Thu, Dec 13, 2018 at 10:03 PM

To: (b) (6) (b) (6)@gmail.com

<https://www.economist.com/open-future/2018/12/12/the-fight-to-keep-ideas-open-to-all>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

spatial web & the future of work

2 messages

Chris Servello (b) (6)

Wed, Dec 12, 2018 at 8:59 PM

To: (b) (6) (b) (6)@gmail.com

<https://www.diamandis.com/blog/spatial-web-part-3>

As tomorrow's career model shifts from a "one-and-done graduate degree" to continuous lifelong education, professional VR-based re-education will allow for a continuous education loop, reducing the barrier to entry for *anyone* wanting to enter a new industry.

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Hudner Commissioning OPED.docx

6 messages

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 8:49 PM

To: (b) (6)@gmail.com

Cc: (b) (6)

Draft oped...recommend (b) (5)

Chris Servello
Mobile: (b) (6)

 Hudner Commissioning OPED.docx
297K

Bill Moran <(b) (6)@gmail.com>

Fri, Nov 30, 2018 at 10:13 PM

To: Chris Servello (b) (6)

Cc: (b) (6)

Thanks Bull, can you forward to (b) (6) and have him print in the morning...needs a little caressing but very little. And I cant edit on this iPad. Thanks, Bill

On Fri, Nov 30, 2018 at 8:49 PM Chris Servello (b) (6) wrote:

Draft oped...recommend (b) (5)

Chris Servello
Mobile: (b) (6)

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 10:22 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6)

Will do

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Thu, Dec 6, 2018 at 8:43 AM

To: Chris Servello (b) (6)



Bill Moran <(b) (6)@gmail.com>

Ash Carter - more FOTF

4 messages

(b) (6) Wed, Dec 5, 2018 at 6:59 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Interesting account by SD Carter, another pillar of how he "made personnel strategic"... his preferred legacy, writes on FOTF more than anything else...

<https://www.belfercenter.org/publication/no-exceptions-decision-open-all-military-positions-women>

VR,

(b) (6)

Bill Moran <(b) (6)@gmail.com> Thu, Dec 6, 2018 at 8:34 AM
To: (b) (6)
Cc: Chris Servello (b) (6)

(b) (6)

[Quoted text hidden]

Chris Servello (b) (6) Thu, Dec 6, 2018 at 8:43 AM
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6)

(b) (6)

(b) (6) (b) (6) (b) (5)

(b) (5)

Chris Servello

(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com> Thu, Dec 6, 2018 at 8:54 AM
To: Chris Servello (b) (6)
Cc: (b) (6)

You all know me too well...

Bahrain visit was really good, team is hanging in there.. (b) (5)

(b) (5)

Did a short STars and Stripes interview on the way to the airport...should be ok, PAO out there seemed very good.

Will be back late tonight. Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Ash Carter - more FOTF

4 messages

(b) (6) Wed, Dec 5, 2018 at 6:59 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Interesting account by SD Carter, another pillar of how he "made personnel strategic"... his preferred legacy, writes on FOTF more than anything else...

<https://www.belfercenter.org/publication/no-exceptions-decision-open-all-military-positions-women>

VR

(b) (6)

Bill Moran (b) (6)@gmail.com Thu, Dec 6, 2018 at 8:34 AM
To: (b) (6)
Cc: Chris Servello (b) (6)

(b) (6)

[Quoted text hidden]

Chris Servello (b) (6) Thu, Dec 6, 2018 at 8:43 AM
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (5)

(b) (5)

(b) (5)

Chris Servello

(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com> Thu, Dec 6, 2018 at 8:54 AM
To: Chris Servello (b) (6)
Cc: (b) (6)

You all know me too well...

Bahrain visit was really good, team is hanging in there.. (b) (5)

(b) (5)

Did a short STars and Stripes interview on the way to the airport...should be ok, PAO out there seemed very good.

Will be back late tonight. Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Three-star heads to 5th Fleet after admiral's sudden death

1 message

Chris Servello (b) (6)

Mon, Dec 3, 2018 at 9:06 PM

To: (b) (6) (b) (6)@gmail.com

(b) (5)

https://www.navytimes.com/news/your-navy/2018/12/03/interim-5th-fleet-commander-named-after-vice-admirals-sudden-death/?utm_medium=social&utm_source=facebook.com&utm_campaign=Socialflow+NAV

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Fwd: statement

3 messages

Chris Servello (b) (6)
To: (b) (6) (b) (6)@gmail.com

Sat, Dec 1, 2018 at 12:10 PM

Chris Servello
Mobile: (b) (6)

Begin forwarded message:

From: Chris Servello (b) (6)
Date: December 1, 2018 at 10:58:35 AM EST
To: (b) (6) (b) (6) LT OPNAV, N00P"
(b) (6)
Subject: statement

This morning the Secretary and I were notified that (b) (5)

(b) (5)

Bill Moran (b) (6)@gmail.com>

Sat, Dec 1, 2018 at 12:55 PM

To: Chris Servello (b) (6)
Cc: (b) (6)

(b) (5)

About to land in 30 minutes, call you then

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Sat, Dec 1, 2018 at 12:59 PM



Bill Moran (b) (6) @gmail.com>

How Much Should the United States Spend on Defense?

6 messages

Chris Servello (b) (6) Sun, Dec 9, 2018 at 6:38 AM
To: Bill Moran <(b) (6) @gmail.com>, (b) (6)

<https://nationalinterest.org/feature/how-much-should-united-states-spend-defense-38062>

Chris Servello
Mobile: (b) (6)

(b) (6) Sun, Dec 9, 2018 at 6:42 AM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

(b) (5)

Chris Servello (b) (6) Sun, Dec 9, 2018 at 6:53 AM
To: (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

Naturally you centered right in on the crux of the argument...

(b) (5)

[Quoted text hidden]

(b) (6) Sun, Dec 9, 2018 at 7:14 AM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

Agree and would just add:

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Hudner Draft 2

1 message

Chris Servello (b) (6)

Sat, Dec 1, 2018 at 8:14 AM

To: (b) (6) (b) (6)@gmail.com, (b) (6)

Chris Servello
Mobile: (b) (6)



Hudner Draft 2.docx

10K



Bill Moran <(b) (6)@gmail.com>

HUDNER Speech

9 messages

(b) (6)

Thu, Nov 29, 2018 at 10:20 PM

To: Bill Moran <(b) (6)@gmail.com>
Cc: Chris Servello (b) (6)

Boss, here's a crack at it... hope it helps. Ready to help you craft as desired.

VR

(b) (6)



VCNO Hudner Commissioning Speech.docx
20K

Bill Moran (b) (6)@gmail.com>

Fri, Nov 30, 2018 at 5:28 AM

To: (b) (6)
Cc: Chris Servello (b) (6)

(b) (6) this is excellent and really strong...but/BUT I have to give it in 3 minutes or less...can't do 900+ words in 3 minutes. So, I am thinking that there's an oped in this piece to accompany a shortened version for my remarks on Saturday. You and Chris want to take a swing at something half the length for the speech, and turn this into an oped? Quick turn this AM if possible...Thank you!! Bill

[Quoted text hidden]

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 5:57 AM

To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6)

Suggested changes. (b) (6) estimates you have 30 secs to play with...to either adlib or add in anything else you think we may have missed.

I would take the full version and prep for an oped to run Sun or Monday...pegged to thanking the city for being such a great host...

Vr, Bull

Chris Servello
Mobile: (b) (6)

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VR,
(b) (6)

 attachment 1.docx
296K

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello <(b) (6)@gmail.com>
Cc: (b) (6)

Fri, Nov 30, 2018 at 7:01 AM

thanks!! minor changes incorporated (attached)...you guys good?

On Fri, Nov 30, 2018 at 5:57 AM Chris Servello (b) (6)@gmail.com> wrote:

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Vr, Bull

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

 Hudner Draft1.docx
21K

(b) (6)
To: Chris Servello <(b) (6)@gmail.com>
Cc: Bill Moran <(b) (6)@gmail.com>

Fri, Nov 30, 2018 at 7:01 AM

Placed in podium format and corrected my rye-induced math error on the length of the Cold War (1946-1990/1) ... really like how Bull put this together.

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Vr, Bull

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Mobile: (b) (6)

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[Quoted text hidden]

 **VCNO Hudner Commissioning Speech v3.docx**
18K

(b) (6)

Fri, Nov 30, 2018 at 7:04 AM

To: Bill Moran <(b) (6) @gmail.com>

Cc: Chris Servello (b) (6)

I like it Sir. Just need to change the years to 45... or could say, over four decades... the 70 number was in my head for some reason. VR, (b) (6)

[Quoted text hidden]

Bill Moran <(b) (6) @gmail.com>

Fri, Nov 30, 2018 at 7:07 AM

To: (b) (6)

Cc: Chris Servello (b) (6)

Got it. thanks (b) (6)

Bull, are you taking a turn on the oped?

[Quoted text hidden]

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 7:09 AM

To: Bill Moran <(b) (6) @gmail.com>

Cc: (b) (6)

Yes Sir...will turn this morning and push back.

Vr

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) [REDACTED]@gmail.com>
To: Chris Servello (b) (6) [REDACTED]@gmail.com>
Cc: (b) (6) [REDACTED]

Fri, Nov 30, 2018 at 7:25 AM

you guys are awesome!

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

HUDNER Speech

9 messages

(b) (6)

Thu, Nov 29, 2018 at 10:20 PM

To: (b) (6) <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

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(b) (6)



VCNO Hudner Commissioning Speech.docx
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Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

 Hudner Draft1.docx
21K

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18K

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Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>
To: Chris Servello (b) (6) @gmail.com>
Cc: (b) (6)

Fri, Nov 30, 2018 at 7:25 AM

you guys are awesome!

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

E4S Memo

2 messages

(b) (6)

Tue, Nov 27, 2018 at 7:19 PM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Boss, would recommend adding a new paragraph under (b) (5)

(b) (5)

VR, (b) (6)

Bill Moran <(b) (6)@gmail.com>

Tue, Nov 27, 2018 at 9:52 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

Thanks (b) (6) very helpful!

Sent from my iPhone

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Thoughts for Salamander

2 messages

Chris Servello (b) (6)

Sat, Nov 17, 2018 at 4:27 PM

To: (b) (6)@gmail.com

Cc: (b) (6)

Doing Midrats tomorrow...here is my outline:

(b) (5)

Chris Servello
Mobile: (b) (6)

Bill Moran (b) (6)@gmail.com>

Sun, Nov 18, 2018 at 6:31 AM

To: Chris Servello (b) (6)

Cc: (b) (6)

Looks good to me. I'll be at an AI dinner with Richard Danzig tonight, so will have to listen to the podcast. (b) (5)

(b) (5)

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

The U.S. Navy Has Forgotten What It's Like to Fight – Foreign Policy

2 messages

Chris Servello (b) (6)

Thu, Nov 15, 2018 at 6:15 AM

To: (b) (6) (b) (6) @gmail.com

Latest from Prof Holmes...

<https://foreignpolicy.com/2018/11/13/the-u-s-navy-has-forgotten-what-its-like-to-fight/>

Chris Servello

Mobile: (b) (6)

(b) (6)

Thu, Nov 15, 2018 at 6:39 AM

To: Chris Servello (b) (6)

Cc: (b) (6) @gmail.com

Saw this on Tuesday. Most of his arguments are from Rules of the Game and Learning War, among others — the heuristics are sound, innovate in-between wars and adapt within them, but you can't project failure into what hasn't yet happened.

(b) (5)



Most will agree that projecting failure isn't responsible, but suggestion and inference backed by research, even unclassified work are helpful. That is the price of entry. Why when you read professional pieces from Cohen, Kagan, Mahnken and other serious analysts on war, they connect dots to what happened and why, and let the reader make up his/her own mind (as Lambert said) — serious historians do not try to predict the future, one of the cardinal rules so many break in favor of a payday.

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Re: AB 341 Initiative Graphic in Work Spaces

6 messages

(b) (6)

Sun, Nov 4, 2018 at 12:02 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Sir, I think you hit it right there: "Taking This Into Our Own Hands". Your questions to (b) (6) on the call Friday afternoon were spot-on: what other workcenters are watching this and moving out on their own accord? (few if any) what is leadership doing at the Depot level, the NAVAIR and CNAF level to "take this into our own hands"? (not sure) How much do we need to pay a contractor to teach us how to turn on the lights and clean up our shops once the pathway has been proven? And as the N8 asked, when can we expect the up jets and cost savings to be apparent? (we'll get back to you). This is the "accountability" piece Jackie Fisher famously championed — a different time for sure — but when ships were not ready to deploy out of the navy yards in 1914, he threatened personal destruction and even shooting the yard supervisor's dogs! ;-) We're not there, yet, but easy to paint a situation (and "Twig" already has for 10 years) when the material is just not there and we are "winchester" in way more than just ammo to carry the day. VR, (b) (6)

On Nov 4, 2018, at 11:46 AM, Bill Moran <(b) (6)@gmail.com> wrote:

taking this in my own hands...ideas welcome

----- Forwarded message -----

From: Moran, William F ADM, OPNAV, VCNO (b) (6)@navy.mil>

Date: Sun, Nov 4, 2018 at 11:45 AM

Subject: FW: AB 341 Initiative Graphic in Work Spaces

To: (b) (6)@navy.mil> CAPT OPNAV, VCNO (b) (6)@navy.mil>, (b) (6)@navy.mil> CAPT CHINFO,

OI-00 (b) (6)@navy.mil>

Cc: (b) (6)@navy.mil> CAPT OPNAV, VCNO (b) (6)@navy.mil>, (b) (6)@navy.mil> CAPT OPNAV, VCNO (b) (6)@navy.mil>

(b) (6) can you bring the graphic artist team up to see me this week? I want to produce a professional poster for every work center and office that touches Super Hornets. Fairly simple design with a bumper sticker like "More Up Jets!"...thanks, Bill

-----Original Message-----

From: Miller, DeWolfe H VADM COMNAVAIRPAC, N00

Sent: Friday, November 02, 2018 4:48 PM

To: Moran, William F ADM, OPNAV, VCNO (b) (6)@navy.mil>

Cc: Aquilino, John C ADM COMPACFLT, N00 (b) (6)@navy.mil>; Peters, Dean VADM AIR 00

(b) (6)@navy.mil>; Zarkowski, Michael W RDML COMFRC (b) (6)@navy.mil>;

(b) (6)@navy.mil> CAPT COMNAVAIRPAC, N01 (b) (6)@navy.mil>; Kelley, Roy J RADM

CNAL, N00 (b) (6)@navy.mil>; (b) (6)@navy.mil> CAPT OPNAV, VCNO (b) (6)@navy.mil>;

Moran, Michael T VADM ASN (RDA), PMD (b) (6)@navy.mil>; (b) (6)@navy.mil> CAPT N00,

N00EA (b) (6)@navy.mil>; Gahagan, Shane G RDML PEO(T) (b) (6)@navy.mil>;

Lescher, Bill K VADM OPNAV, N8 (b) (6)@navy.mil>; Conn, Scott D RADM OPNAV, N98

(b) (6)@navy.mil>

Subject: FW: AB 341 Initiative Graphic in Work Spaces

Vice Chief - had some free time today due to AMCS board concluding a day early so took the opportunity to walk the floor at FRC-SW this morning.

Thinking of a design that includes Uncle Sam that says...up top, "More Up Jets" and then below Uncle Sam says "We need these Supers back in the Fleet"



Chris Servello
(b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Thoughts for the next guy

1 message

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Sat, Nov 3, 2018 at 11:11 AM

-Priorities and focus areas...articulate to the Fleet and world on Day 1. This is who I will be, what we will focus on and what we intend to accomplish. Schedule will be the score card.

(b) (5)

Chris Servello
Mobile: (b) (6)



Bill Moran <(b) (6)@gmail.com>

Fwd: (U) Article

4 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Mon, Oct 29, 2018 at 3:11 PM

Chris Servello
Mobile: (b) (6)

Begin forwarded message:

From: Chris Servello (b) (6)
Date: October 29, 2018 at 3:03:32 PM EDT
To: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>
Subject: Re: (U) Article

I'd set up a call/VTC...ask MCPON to join and then do a quick follow up note to NT. This is a good thing...the kid should feel his comments have been heard and I think the Boss should welcome more direct feedback.

Message back to NT is "keep the comments and candid feedback coming."

Chris Servello
Mobile: (b) (6)

On Oct 29, 2018, at 2:55 PM, (b) (6) CAPT OPNAV, VCNO
(b) (6) navy.mil> wrote:

<https://www.navytimes.com/news/your-navy/2018/10/29/op-ed-dear-vcno-fix-the-chiefs-mess-and-listen-more-to-junior-sailors/>

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Mon, Oct 29, 2018 at 3:17 PM

;)
[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Mon, Oct 29, 2018 at 3:23 PM

Am sure you were headed the same direction



Bill Moran <(b) (6)@gmail.com>

Nation Needs a 400 Ship Navy

3 messages

(b) (6) Mon, Oct 29, 2018 at 6:30 AM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

VR,
(b) (6)

 Heritage Report - 400 Ship Navy.pdf
1542K

Bill Moran <(b) (6)@gmail.com> Mon, Oct 29, 2018 at 6:38 AM
To: (b) (6)
Cc: Chris Servello (b) (6)

Thanks (b) (6), yet another report on force structure... (b) (5)
(b) (5);)

On Mon, Oct 29, 2018 at 6:31 AM (b) (6) wrote:
VR,
(b) (6)

(b) (6) Mon, Oct 29, 2018 at 6:49 AM
To: Bill Moran <(b) (6)@gmail.com>
Cc: Chris Servello (b) (6)

Yes Sir, he also says he did not include unmanned at all...

This report in severe counterpoint to the CBO report sent yesterday, which says we can't afford the fleet we already committed to build...

VR,
(b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

The Economist: The End of Engagement

4 messages

(b) (6)

Fri, Oct 19, 2018 at 4:40 PM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Sorry if already seen... VR, (b) (6)

"When America competes with China as a guardian of a rules-based order, it starts from a position of strength. But any Western democracy that enters a ruthless race to the bottom with China will—and should—lose."

China v America

The end of engagement

How the world's two superpowers have become rivals

For the past quarter century America's approach to China has been founded on a belief in convergence. Political and economic integration would not just make China wealthier, they would also make it more liberal, pluralistic and democratic. There were crises, such as a face-off in the Taiwan Strait in 1996 or the downing of a spy-plane in 2001. But America cleaved to the conviction that, with the right incentives, China would eventually join the world order as a "responsible stakeholder".

Today convergence is dead. America has come to see China as a strategic rival—a malevolent actor and a rule-breaker (see Briefing). The Trump administration accuses it of interfering in America's culture and politics, of stealing intellectual property and trading unfairly, and of seeking not just leadership in Asia, but also global dominance. It condemns China's record on human rights at home and an aggressive expansion abroad. This month Mike Pence, the vice-president, warned that China was engaged in a "whole-of-government" offensive. His speech sounded ominously like an early bugle-call in a new cold war.

Do not presume that Mr Pence and his boss, President Donald Trump, are alone. Democrats and Republicans are vying to outdo each other in bashing China. Not since the late 1940s has the mood among American businessfolk, diplomats and the armed forces swung so rapidly behind the idea that the United States faces a new ideological and strategic rival.

Third, Mr Trump's unique ability to signal his disregard for conventional wisdom seems to have been effective. He is not subtle or consistent, but as with Canadian and Mexican trade, American bullying can lead to dealmaking. China will not be so easily pushed around—its economy depends less on exports to America than Canada's and Mexico's do and Mr Xi cannot afford meekly to disavow his Chinese Dream in front of his people. Yet Mr Trump's willingness to disrupt and offend has already wrong-footed China's leaders, who thought they could count on America being unwilling to rock the boat.

For what comes next, however, Mr Trump needs a strategy, not just tactics. A starting point must be to promote America's values. Mr Trump acts as if he believes that might is right. He shows a cynical disdain for the values America enshrined in global institutions after the second world war. If he follows that course America will be diminished as an idea and as a moral and political force. When America competes with China as a guardian of a rules-based order, it starts from a position of strength. But any Western democracy that enters a ruthless race to the bottom with China will—and should—lose.

The strategy should leave room for China to rise peacefully—which inevitably also means allowing China to extend its influence. That is partly because a zero-sum attempt at containment is likely to lead to conflict. But it is also because America and China need to co-operate despite their rivalry. The two countries are more commercially intertwined than America and the Soviet Union ever were. And they share responsibilities including—even if Mr Trump denies it—the environment and security interests, such as the Korean peninsula.

And America's strategy must include the asset that separates it most clearly from China: alliances. In trade, for example, Mr Trump should work with the eu and Japan to press China to change. In defence Mr Trump should not only abandon his alliance-bashing but bolster old friends, like Japan and Australia, while nurturing new ones, like India and Vietnam. Alliances are America's best source of protection against the advantage China will reap from its increasing economic and military power.

Perhaps it was inevitable that China and America would end up rivals. It is not inevitable that rivalry must lead to war.

Bill Moran (b) (6) @gmail.com>
To: (b) (6)
Cc: Chris Servello (b) (6)

Sat, Oct 27, 2018 at 6:50 PM

(b) (6)

Sat, Oct 27, 2018 at 8:55 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Sir, for the "why a Navy" and the essential economic argument: the four and one quarter pages of the introduction of this book, "Statesmen and Seapower" by Admiral Sir Herbert Richmond ('the British Mahan') say it better than I've seen it, anywhere else.

VR, (b) (6)

<https://ia601605.us.archive.org/28/items/in.ernet.dli.2015.84290/2015.84290.Statesmen-And-Sea-Power.pdf>

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

USMC Congressional Placemat

2 messages

(b) (6) Thu, Oct 4, 2018 at 5:58 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Boss, thought you'd like this. For just 7% of the total DoD budget, you get 14% of the TacAir Aircraft (Just don't ask if Navy helps to pay, too!)

Sorry if you've already seen. VR, (b) (6)

 PB19 Congressional Placemat v2.pdf
452K

Bill Moran (b) (6)@gmail.com Thu, Oct 4, 2018 at 6:38 PM
To: (b) (6)
Cc: Chris Servello (b) (6)

Or the docs, chaplains, aqn and so much more!

Sent from my iPhone

On Oct 4, 2018, at 5:58 PM, (b) (6) wrote:

Boss, thought you'd like this. For just 7% of the total DoD budget, you get 14% of the TacAir Aircraft (Just don't ask if Navy helps to pay, too!)

Sorry if you've already seen. VR, (b) (6)

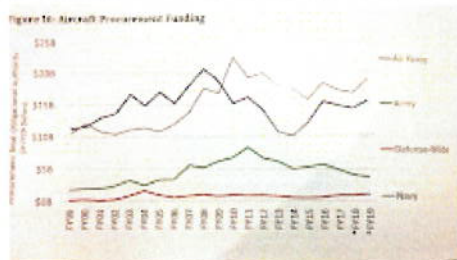
<PB19 Congressional Placemat v2.pdf>

slide

3 messages

Chris Servello (b) (6)
To: Bill Moran <(b) (6) @gmail.com>

Thu, Sep 20, 2018 at 10:28 PM



Screen Shot 2018-09-20 at 10.28.00 PM.png
790K

Bill Moran (b) (6) @gmail.com>
To: Chris Servello (b) (6)

Thu, Sep 20, 2018 at 10:30 PM

This must include USMC in the Navy numbers

Sent from my iPhone

> On Sep 20, 2018, at 10:28 PM, Chris Servello (b) (6) wrote:
>
>
> <Screen Shot 2018-09-20 at 10.28.00 PM.png>

Chris Servello (b) (6)
To: Bill Moran <(b) (6) @gmail.com>

Thu, Sep 20, 2018 at 10:52 PM

Rgr

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Latest Draft

10 messages

Moran, William F ADM, OPNAV, VCNO (b) (6) navy.mil> Sat, Sep 8, 2018 at 2:20 PM
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil>, (b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil>

 **Tailhook Keynote Address v8.docx**
36K

Bill Moran (b) (6)@gmail.com> Sat, Sep 8, 2018 at 2:23 PM
To: Chris Servello (b) (6) (b) (6)

Latest draft (in Track Changes), but only partially edited as I have to run to a luncheon....if you guys can take a shot at it over the next 1.5hrs that would be much appreciated. Thanks, Bill

----- Forwarded message -----

From: **Moran, William F ADM, OPNAV, VCNO** (b) (6) navy.mil>
Date: Sat, Sep 8, 2018 at 11:20 AM
Subject: Latest Draft
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil>, (b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil>

 **Tailhook Keynote Address v8.docx**
36K

(b) (6) Sat, Sep 8, 2018 at 4:45 PM
To: Bill Moran <(b) (6)@gmail.com>
Cc: Chris Servello (b) (6)

Sir, tried to give it some form/shape and cut down on length — three “realities”: force, people, and purpose.

Each starts with a positive and then ends with a challenge. Builds to the Stockdale/McCain ending on the legacy of innovation in naval aviation.

Hope this helps. Wish I were there!

VR, (b) (6)

<Tailhook Keynote Address v8.docx>



Tailhook Keynote Address v10.docx

50K

Bill Moran <(b) (6)@gmail.com>

Sat, Sep 8, 2018 at 5:04 PM

To: "Moran, William F RADM OPNAV N98" (b) (6)@navy.mil>

<Tailhook Keynote Address v8.docx>



Tailhook Keynote Address v10.docx

50K

(b) (6)

Sat, Sep 8, 2018 at 6:31 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Sir, made the transition on the "three realities" a little smoother now that the joke is moved up front as an icebreaker. Standing by.

VR

(b) (6)

On Sep 8, 2018, at 4:51 PM, (b) (6) wrote:

<Tailhook Keynote Address v10.docx>

one small thing added

On Sep 8, 2018, at 4:45 PM, (b) (6) wrote:

Sir, tried to give it some form/shape and cut down on length — three "realities": force, people, and purpose.

Each starts with a positive and then ends with a challenge. Builds to the Stockdale/McCain ending on the legacy of innovation in naval aviation.

Hope this helps. Wish I were there!

VR, (b) (6)

<Tailhook Keynote Address v9sd.docx>

On Sep 8, 2018, at 2:23 PM, Bill Moran <(b) (6)@gmail.com> wrote:

[Quoted text hidden]



Tailhook Keynote Address v10.docx
33K

(b) (6)

Sat, Sep 8, 2018 at 7:11 PM

To: Bill Moran <(b) (6)@gmail.com>

Sir, attached. VR,

(b) (6)

On Sep 8, 2018, at 6:45 PM, Bill Moran <(b) (6)@gmail.com> wrote:

(b) (6) can you reconcile with this version?

----- Forwarded message -----

From: Moran, William F ADM, OPNAV, VCNO (b) (6)@navy.mil>

Date: Sat, Sep 8, 2018 at 3:39 PM

Subject: RE: [Non-DoD Source] Fwd: Latest Draft

To: Bill Moran <(b) (6)@gmail.com>

CC: (b) (6) CAPT OPNAV, VCNO (b) (6)@navy.mil>, (b) (6) CAPT OPNAV,
VCNO (b) (6)@navy.mil>

Next version

-----Original Message-----

From: Bill Moran (b) (6)@gmail.com>

Sent: Saturday, September 8, 2018 5:04 PM

To: Moran, William F ADM, OPNAV, VCNO (b) (6)@navy.mil>

Subject: [Non-DoD Source] Fwd: Latest Draft

<Tailhook Keynote Address v8.docx>

<Tailhook Keynote Address v10.docx>



Tailhook Keynote Address v12.docx
35K

Bill Moran <(b) (6)@gmail.com>

Sat, Sep 8, 2018 at 7:12 PM

To: "Moran, William F RADM OPNAV N98" (b) (6)@navy.mil>

----- Forwarded message -----

From: (b) (6)@gmail.com>

Date: Sat, Sep 8, 2018 at 4:11 PM



Bill Moran (b) (6) @gmail.com>

Revised Tailhook Speech

6 messages

(b) (6)

Sat, Sep 8, 2018 at 11:46 AM

To: (b) (6) @gmail.com

Cc: (b) (6)

Good morning Sir,

Revised speech attached.

V/r,

(b) (6)

LT, USN

Phone: (b) (6)



Tailhook Keynote Address v7.2.3.1.docx

31K

Bill Moran (b) (6) @gmail.com>

Sat, Sep 8, 2018 at 11:54 AM

To: Chris Servello (b) (6) (b) (6)

(b) (6) and Bull, not sure if (b) (6) ran this revised version by you (I decided to shift it to more bullets that have a mix of seriousness and humor)....what are your thoughts on this approach before asking you to provide any edits (I have not gone through it depth yet, but will here shortly). Thanks, Bill

[Quoted text hidden]



Tailhook Keynote Address v7.2.3.1.docx

31K

Chris Servello (b) (6)

Sat, Sep 8, 2018 at 12:02 PM

To: Bill Moran (b) (6) @gmail.com>

Cc: (b) (6)

Observations... (b) (5)

(b) (5)

Just curious, why the change?

Chris Servello

Mobile: (b) (6)

(b) (5)



VR,

(b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Sat, Sep 8, 2018 at 2:06 PM

To: Chris Servello (b) (6)

Cc: (b) (6)

Got it, thanks...will send you something better soon.

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Latest Draft

8 messages

Bill Moran <(b) (6) @gmail.com>

Mon, Sep 3, 2018 at 5:11 PM

To: (b) (6) (b) (6) Chris Servello (b) (6)

more work to be done, but here's what I came up with...thanks for the assist!!!
Bill



Tailhook Keynote Address v7.2.docx

37K

(b) (6) (b) (6)

Tue, Sep 4, 2018 at 7:46 PM

To: Bill Moran <(b) (6) @gmail.com>

Sir,

Attached is another edited version with a few changes; (b) (5)

(b) (5)

UNODIR, I'm planning another round of polish tomorrow morning on my flight to DC. I can push that version to you around 1000. If you change this tonight, can you send your new version to me when done?

Also, I've got (b) (6) on speed dial for tomorrow and my day is clear to work on USNA Ethics talk. I'll iterate with him (and (b) (6) probably) with the goal of a final speech, at the length you requested, by COB.

Sincerely,

(b) (6)

Cell:

(b) (6)

Work:

[Quoted text hidden]



Tailhook Keynote Address v7.2.1.docx

40K

Questions: (b) (5)
(b) (5)

[Quoted text hidden]



USNA Ethics Award Dinner Address v4.1.docx
34K

Chris Servello (b) (6)

Wed, Sep 5, 2018 at 6:24 AM

To: (b) (6) (b) (6)

Cc: Bill Moran (b) (6) @gmail.com>, (b) (6)

(b) (6)

I think its good. Not sure I have any specific edits. I was struck by this set of paragraphs:

(b) (5)

Here were my thoughts:

(b) (5)

Vr, Bull

Chris Servello
Mobile: (b) (6)

(b) (5)

Here were my thoughts:

(b) (5)

Vr, Bull

Chris Servello
Mobile: (b) (6)

Cheers, Bill

Sent from my iPhone

On Sep 4, 2018, at 7:46 PM, (b) (6) (b) (6)
<mailto:(b) (6)> wrote:

Sir,

Attached is another edited version with a few changes: (b) (5)

(b) (5)

UNODIR, I'm planning another round of polish tomorrow morning on my flight to DC. I can push that version to you around 1000. If you change this tonight, can you send your new version to me when done?

Also, I've got (b) (6) on speed dial for tomorrow and my day is clear to work on USNA Ethics talk. I'll iterate with him (and (b) (6) probably) with the goal of a final speech, at the length you requested, by COB.

Sincerely,

(b) (6)

Cell:

Work:

(b) (6)

[Quoted text hidden]



USNA Ethics Award Dinner Address v4.2.docx

33K



Bill Moran <(b) (6)@gmail.com>

U.S. Naval Institute Blog

1 message

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Thu, Aug 30, 2018 at 10:18 AM

Thoughtful breakdown...

<https://blog.usni.org/posts/2018/08/28/first-impressions-of-the-navys-test-working-uniform>

Chris Servello
Mobile: (b) (6)



Bill Moran <(b) (6)@gmail.com>

Second Fleet sinks chiefs' run

2 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Thu, Aug 23, 2018 at 9:44 PM

Classic...

<https://www.navytimes.com/news/your-navy/2018/08/23/second-fleet-sinks-chiefs-run/>

Chris Servello
Mobile: (b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Fri, Aug 24, 2018 at 6:25 AM

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: (b) (6) NDU Briefing

5 messages

(b) (6) Tue, Aug 21, 2018 at 7:03 AM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Sir, just FYSA, thought you'd be interested...am attending his lecture tomorrow. Will forward along any pertinent notes.

VR,

(b) (6)

----- Forwarded message -----

From: (b) (6) CIV, Education Reform Panel (b) (6) [navy.mil](#)>

Date: Tue, Aug 21, 2018 at 6:52 AM

Subject: (b) (6) NDU Briefing

To: (b) (6)

-----Original Message-----

From: (b) (6)

Sent: Tuesday, August 21, 2018 6:41 AM

To: (b) (6) CIV, Education Reform Panel (b) (6) [navy.mil](#)>

Cc: (b) (6) (b) (6)

Subject: [Non-DoD Source] NDU Briefing

Hi (b) (6)

I thought I'd send you the brief I'm scheduled for Wed. morning at ICAF/NDU. It has a lot in it not captured by the slides, but there you have it. It's a 2 hour briefing before their new class coming in.

I'll give a shout next time in DC after that. You're onto important topics.

Best,

(b) (6)



Strategy & Tech Leadership EC 8-22-18.pdf
1270K

Bill Moran (b) (6)@gmail.com>

Tue, Aug 21, 2018 at 7:27 AM

To: (b) (6)

Cc: Chris Servello (b) (6)

Look forward to hearing what you learn from this...slides are hard to follow without the voice-over. Thanks,
Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Military Faces a Sweeping Turnover Among Upper Commanders

2 messages

(b) (6)

Sun, Aug 19, 2018 at 8:30 PM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

<https://www.wsj.com/articles/military-faces-a-sweeping-turnover-among-upper-commanders-1534700301>

WASHINGTON—President Trump is expected to nominate a former operations officer who played a critical role in the 2011 raid targeting Osama bin Laden to head of the U.S. Special Operations Command as part of a series of military promotions in coming months, according to U.S. officials.

The changes, which include commanders for the Middle East and Europe, will mark the administration's largest imprint on military leadership thus far. The personnel moves stand to affect top officers overseeing conflicts in the Middle East, U.S. policy to counter Russia, the detention center on Guantanamo Bay, Cuba, as well as stealth operations globally.

Mr. Trump is expected to formally nominate Army Lt. Gen. Richard Clarke to head U.S. Special Operations Command, in Tampa, Fla., to succeed Army Gen. Tony Thomas, who is due to retire next year, the officials said. The Special Operations Command oversees highly trained, specialized forces of all the military branches, such as the Navy SEALs, Green Berets and others.

The White House is poised to make two other nominations to replace outgoing heads of regional combatant commands, several U.S. officials said.

Marine Lt. Gen. Kenneth McKenzie Jr. is expected to succeed Army Gen. Joseph Votel at U.S. Central Command, officials said. That command, also in Tampa, is considered the most prominent within the military, with responsibility for all of the Middle East, including Afghanistan, Iraq and Syria. Gen. Votel is expected to retire next spring.

Gen. McKenzie now is director of the Joint Staff, a job often seen as a launching pad for top officers, and has years of experience both in war zones in Iraq and Afghanistan, and inside Washington.

Adm. Faller was under a Navy investigation in 2011 for accepting a luxury hotel suite upgrade in Malaysia, according to a 2013 report by the Office of Naval Inspector General. The Navy concluded he was wrong to accept the upgrade but that his actions didn't require disciplinary action because he used the larger room to accommodate several of his own staffers, according to the investigation.

Two other top Pentagon posts come open next year with the expected retirements of Marine Gen. Joe Dunford, chairman of the Joint Chiefs of Staff, and Air Force Gen. Paul Selva, the vice chairman.

Though the jobs are filled by the president, Mr. Mattis is expected to play an important role in selecting their successors, officials said. Top contenders for chairman are the current Air Force chief of staff, Gen. David Goldfein, and the Army chief of staff, Gen. Mark Milley, officials said.

Another possible contender, according to several officials, is the head of the U.S. Strategic Command, Air Force Gen. John Hyten.

Army Gen. John Nicholson, now the top U.S. commander in Afghanistan, and Army Gen. Vince Brooks, the current commander of U.S. Forces, Korea, who could be under contention, are expected to retire, officials said.

Chris Servello (b) (6)

To: (b) (6)

Cc: Bill Moran <(b) (6) @gmail.com>

Sun, Aug 19, 2018 at 8:45 PM

"Tis the season...

Chris Servello

(b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Under on CDR Salamander today

2 messages

(b) (6)

Sun, Aug 19, 2018 at 1:41 PM

To: (b) (6)@gmail.com, (b) (6)

Sir, as you know, we taped a podcast for Sal's show on Friday, thought you'd like the link, will go live today at 5 pm per usual.

Topics were E4S, CMO and CIO - no news, just reinforcing fires.

Good messaging to our own staff as well as the public on intent to take more risk in contracts, business processes, and supporting back office measures in favor of the Fleet/FMF and mission execution.

<http://www.blogtalkradio.com/midrads/2018/08/19/episode-450-33rd-under-secretary-of-the-navy-thomas-b-modly>

VR,

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Sun, Aug 19, 2018 at 6:42 PM

To: (b) (6)

Cc: (b) (6)

Thanks (b) (6) good one fo the ASNs to listen to ;)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fascinating...

7 messages

(b) (6)

Fri, Aug 17, 2018 at 9:45 PM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

<https://warontherocks.com/2018/08/you-dont-get-to-the-ndaa-personnel-reforms-without-force-of-the-future/>

"It is important to remember the context in which the recent efforts at personnel reform arose. Before Force of the Future was launched, no one at the Department of Defense was even talking about meaningful reform of the officer management system." - Brad Carson, August 13, 2018

<https://www.usni.org/magazines/proceedings/2014-12/once-again-moment-ripe-change>

"The inherent trust we extend to them in combat must evolve into our enhanced confidence in building our force for the future. We should work to put the "bureau" out of business, becoming more of an "agent" between sailors and commanders who could then market themselves and their requirements using a single, transparent, information technology-driven medium." - ADM Bill Moran, December, 2014.

Bill Moran <(b) (6)@gmail.com>

Sat, Aug 18, 2018 at 7:53 AM

To: (b) (6)

Cc: Chris Servello (b) (6)

And (b) (6) was at the center of both!

[Quoted text hidden]

(b) (6)

Sat, Aug 18, 2018 at 8:22 AM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)



Bill Moran <(b) (6)@gmail.com>

Former Top Gun pilot on biggest global threats facing US | Fox News Video

2 messages

Chris Servello (b) (6)

Fri, Aug 17, 2018 at 7:07 PM

To: (b) (6) (b) (6)@gmail.com

<http://video.foxnews.com/v/5823323150001/>

CDR Chris Servello

Mobile: (b) (6)

Bill Moran <(b) (6)@gmail.com>

Fri, Aug 17, 2018 at 8:39 PM

To: Chris Servello (b) (6)

Cc: (b) (6)

"Left a couples weeks ago..."

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

The US Navy's fight to fix its worn-out Super Hornet fleet is making way

2 messages

Chris Servello (b) (6)
To: (b) (6) @gmail.com

Thu, Aug 16, 2018 at 9:23 PM

<https://www.defensenews.com/naval/2018/08/16/the-us-navys-fight-to-fix-its-worn-out-super-hornet-fleet-is-making-way/>

CDR Chris Servello
Mobile: (b) (6)

Bill Moran <(b) (6) @gmail.com>
To: Chris Servello (b) (6)

Fri, Aug 17, 2018 at 9:56 AM

Wish this story hadn't taken so long to get out....better late than never. Thanks for forwarding.

Sent from my iPhone
[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

FW: Joint P4

3 messages

Moran, William F ADM, OPNAV, VCNO (b) (6) navy.mil>
To: Bill Moran (b) (6)@gmail.com>

Mon, Aug 13, 2018 at 8:17 AM

From: Richardson, John M ADM CNO
Sent: Sunday, August 12, 2018 6:27:52 PM
To: Aquilino, John C ADM COMPACFLT, N00
Cc: Moran, William F ADM, OPNAV, VCNO; Grady, Christopher W ADM USFF, N00; Lindsey, Bruce VADM USFF, N01; Carter, Matthew J RADM COMPACFLT, N01; (b) (6) CAPT OPNAV, N00; (b) (6) CAPT OPNAV, VCNO; (b) (6) CAPT USFF N00A; (b) (6) CAPT N00, N00EA; (b) (6) CDR N004, N00
Subject: RE: Joint P4

I'm good with it. Clear and direct.

VR/ John

From: Aquilino, John C ADM COMPACFLT, N00
Sent: Sunday, August 12, 2018 3:30 PM
To: Richardson, John M ADM CNO (b) (6) navy.mil>
Cc: Moran, William F ADM, OPNAV, VCNO (b) (6) navy.mil>; Grady, Christopher W ADM USFF, N00 (b) (6) navy.mil>; Lindsey, Bruce VADM USFF, N01 (b) (6) navy.mil>; Carter, Matthew J RADM COMPACFLT, N01 (b) (6) navy.mil>; (b) (6) CAPT OPNAV, N00 (b) (6) navy.mil>; (b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil>; (b) (6) CAPT USFF N00A (b) (6) navy.mil>; (b) (6) CAPT N00, N00EA (b) (6) navy.mil>; (b) (6) CDR N004, N00 (b) (6) navy.mil>
Subject: Joint P4

CNO,

So that you are not surprised and for us to remain completely aligned, Chris and I are providing the proposed joint P4 (below the cutline) for your SA and concurrence.

Our teams have collaborated and we have coordinated with Vice Chief (b) (5)

(b) (5)

V/R Lung

R XXXXXXZ AUG 18
FM COMPACFLT PEARL HARBOR HI//N00//
COMUSFLTFORCOM NORFOLK VA//N00//

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Mon, Aug 13, 2018 at 8:21 AM

Nice!

CDR Chris Servello
Mobile: (b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

The U.S. military's no-good, very bad tweets - The Washington Post

1 message

Chris Servello (b) (6)

Fri, Aug 10, 2018 at 6:22 PM

To: (b) (6) (b) (6)@gmail.com

<https://www.washingtonpost.com/blogs/post-partisan/wp/2018/08/10/the-u-s-militarys-no-good-very-bad-tweets/>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

P4

1 message

Bill Moran <(b) (6)@gmail.com>

Wed, Aug 8, 2018 at 8:13 PM

To: Chris Servello <(b) (6)>

 **JOINT P4 - OPSEC (FINAL).txt**
7K

CDR Salamander: Admiral Foggo, this is what I was talking about

1 message

Chris Servello(b) (6)

Thu, Aug 2, 2018 at 11:28 AM

To: (b) (6) (b) (6)@gmail.com

<https://cdrsalamander.blogspot.com/2018/08/admiral-foggo-this-is-what-i-was.html?m=1>

Admiral Foggo, this is what I was talking about



Back in 2010 I had a brief conversation with Admiral Foggo in San Diego. Knowing my window was short, I took my one shot at an idea for him to consider.

We have enough planners and strategists at the Joint Staff and high level service specific staffs. We send a few people out to get PhDs in economics and history and then - no offense folks - put them out to pasture to teach at service academies. This is stupid.

What we need are people with practical experience at the tactical level to go out and get focused PhDs in economics and history and then roll them in to our planning staffs.

The world is a complicated place. It is a world that more than any other time in the last century, is run by money and commerce. We need people who know how to look at economic and demographic trends. We need people who know how to take what direction the economic and demographic trends are taking us, and give it historical context.

What small number of forces we have in Africa right now are worth every penny we spend. The challenge to global stability mid-century will come from Africa. The economic and demographic leading indicators are all blinking red.

Stupid.

Well, at least there are some stirrings in NATO at last about the concern. Hard to believe this is JFC Naples first conference on the challenge, but better late than never.

— NATO JFC Naples (@JFC_Naples) [3:00 AM - Jul 26, 2018](#)

CDR Chris Servello
Mobile: (b) (6)



Bill Moran <(b) (6)@gmail.com>

Irish Blessing Rif

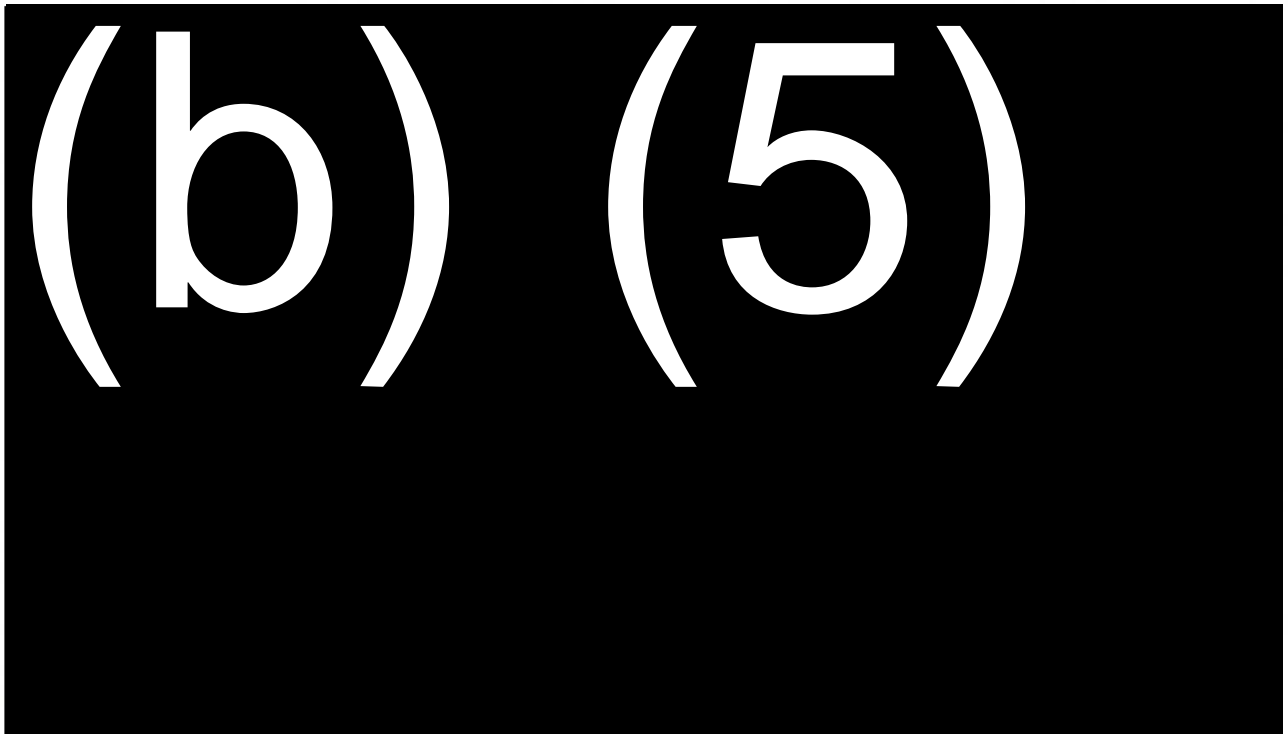
3 messages

Bill Moran <(b) (6)@gmail.com>

Sun, Jul 29, 2018 at 9:53 PM

To: (b) (6) Chris Servello (b) (6)

is this too cute for a retirement ceremony (flag and golfer)?



Chris Servello (b) (6)

Sun, Jul 29, 2018 at 9:56 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6)

Depending on how well you know them, I think it's just a bit too cute for the occasion.

Vr, Bull

CDR Chris Servello

Mobile: (b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Sun, Jul 29, 2018 at 9:59 PM

To: Chris Servello (b) (6)

damn, afraid that's what you'd say ;)

was having fun with it...

The Air Force Chief Responds: Keep Writing, Col. 'Ned Stark,' and Join My Team

2 messages

Chris Servello (b) (6)

Tue, Aug 21, 2018 at 10:06 AM

To: (b) (6) (b) (6)@gmail.com

Smart...

<https://warontherocks.com/2018/08/the-air-force-chief-responds-keep-writing-col-ned-stark-and-join-my-team/>

The Air Force Chief Responds: Keep Writing, Col. 'Ned Stark,' and Join My Team



I have read with increasing interest three [articles](#) that appeared under the pen name "Colonel Ned Stark" suggesting major changes to the Air Force's officer promotion system. [The article in War on the Rocks](#) and the two in *Air Force Times* were topped by similar editor's notes explaining the use of a pseudonym, with both noting that this was not standard practice, but that they had allowed it "to protect the author from serious ramifications to his career."

Ned, I can assure you your head is safe (I am a "Game of Thrones" fan too)! Not only do I agree with aspects of what you have written, I also love the fact that you have a passion for excellence and service that comes through loud and clear in your writing.

At an official gathering of generals earlier this year, known to many in our service as CORONA, I gave a copy of your article in *War on the Rocks* as mandatory reading and used it to initiate discussion around the service's phased approach to overhauling officer performance evaluation and promotion systems. The approach starts with laying out "what we value" and goes on to identify changes we can make right now as we refine and restructure.

As leaders, when we stop accepting criticism and feedback, we run the risk of further distancing ourselves from the airmen we are privileged to lead and represent. Don't stop

(b) (6)

Tue, Aug 21, 2018 at 10:12 AM

To: Chris Servello (b) (6)

Cc: (b) (6) @gmail.com

Yep. Powerful. Reminds of blog responses from
a certain CNP we worked for...

Sent from my iPhone

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

What's Worth Reading This Summer? | Council on Foreign Relations

1 message

Chris Servello (b) (6)

Sun, Jul 22, 2018 at 4:46 PM

To: (b) (6) (b) (6)@gmail.com

https://www.cfr.org/blog/whats-worth-reading-summer-2?utm_term=whats-worth-reading-summer-2&utm_content=072218&utm_medium=social_earned&utm_source=fb

What's Worth Reading This Summer?

CFR.org editor [Bob McMahon](#) and I recorded our annual [summer reading episode](#) of CFR's "[The World Next Week](#)" podcast. [Carlos Lozada](#), the nonfiction book critic at the *Washington Post*, joined us for the conversation. We spent a fair bit of time asking Carlos questions about his craft. We eventually moved on to discuss a book we have read, a book we intend to read, and a book to take to the beach. That at least was the plan. As you can see below, we strayed from our guidance.

Carlos's picks were:

What He Has Read. [The Line Becomes a River: Dispatches from the Border](#), by Francisco Cantú. In this memoir of his nearly four years as a border patrol agent, Cantú describes the violence at America's southern border. It's full of moving personal experiences and argues against building a wall.

[The List: A Week-by-Week Reckoning of Trump's First Year](#), by Amy Siskind. What started as a list among friends turned into a viral sensation and now this book. Siskind, a former Wall Street executive, compiled a weekly list of actions taken by the Trump administration that she thinks pose a threat to American democracy. The list includes stories that dominated the front page as well as smaller but equally consequential decisions that otherwise would have gone unnoticed or been forgotten.

[The Plot Against America](#), by Philip Roth. In this novel, Roth imagines an alternative history in which Charles Lindbergh defeats FDR in the 1940 election. The book follows a family in Newark, New Jersey living in an America led by an isolationist and anti-Semitic Lindbergh.

What He Has Read. [*Grant*](#), by Ron Chernow. A *New York Times* bestseller, *Grant* sheds light on the often misunderstood life and career of the Union general turned president, Ulysses S. Grant. Chernow's biography breaks down urban legends and dispels rumors to provide the complete story of how an ordinary man turned extraordinary.

What He Plans to Read. [*Tailspin: The People and Forces Behind America's Fifty-Year Fall—and Those Fighting to Reverse It*](#), by Steven Brill. Brill asks perhaps the most pressing question of the moment: "Is the world's greatest democracy and economy broken?" He lays out what is broken in America from income inequality to infrastructure. But he doesn't just identify the problems, he also suggests who might be able to fix them.

What He Plans to Read at the Beach. [*Lagos Noir*](#), edited by Chris Abani. This collection of thirteen short stories takes readers on a journey through the bustling coastal city of Lagos, Nigeria. There they get to see both the bright and dark sides of Africa's largest city.

A Book He Has Read More Than Once: [*The Lord of the Rings*](#) by J. R. R. Tolkien. This fantasy trilogy with its epic story of good versus evil in the quest for the One Ring never seems to lose its relevance or popularity.

My picks were:

What I Have Read. [*The World America Made*](#), by Robert Kagan. Back in 2012, Kagan warned that if the United States turned its back on problems abroad to focus on problems at home it risked committing "preemptive superpower suicide." His slim volume makes an even more compelling read today in light of President Donald Trump's hostility to America's post-World War II foreign policy.

What I Plan to Read. [*Stalin: Waiting for Hitler, 1929-1941*](#), by Stephen Kotkin. The first volume of Kotkin's planned trilogy of Stalin was named a finalist for the Pulitzer Prize. The second volume details how Stalin consolidated power and found himself hurtling toward a confrontation he wanted to avoid with Adolf Hitler.

What I Plan to Read When It Is Published in September. [*The Jungle Grows Back: America and Our Imperiled World*](#), by Robert Kagan. Due out on September 18, *The Jungle Grows Back* continues the argument Kagan made in *The World America Made*: an American retreat from global leadership will mean a more dangerous and less prosperous world.

Corey Cooper and Angela Peterson assisted in the preparation of this post.

CDR Chris Servello

Mobile: (b) (6)



Bill Moran <(b) (6)@gmail.com>

"The Military After Next" - (b) (6)

2 messages

(b) (6) Tue, Jul 17, 2018 at 6:44 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

ADM Mullen recommended (b) (6) (Yale) as a world-class thinker on future technologies, warfare, and learning for the E4S board.... this attached piece, although (or especially because) dated, (1993) demonstrates his prescience and timeless counsel.

Predicts the reemergence of peer competition (right after Desert Storm and the end of the Cold War!); warns about long-term impacts of reducing R&D and S&T funding, as well as the reduction of diversity of thought inherent in PPBS; discusses a need for greater organizational learning throughout DoD in a cycle between war colleges, operational test, labs, simulation and gaming, and exercises.

VR,

(b) (6)

 **The Military After Next.pdf**
176K

Chris Servello (b) (6)

Tue, Jul 17, 2018 at 7:23 PM

To: (b) (6)

Cc: Bill Moran <(b) (6)@gmail.com>

[https://en.wikipedia.org/wiki/\(b\) \(6\)](https://en.wikipedia.org/wiki/(b) (6))

Was a CEP member...CNO met with him when we were at the CSF at Newport. Smart guy...very well respected...regularly makes the pundit rounds.

CDR Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

<The Military After Next.pdf>



Bill Moran <(b) (6)@gmail.com>

"Last Round"

1 message

Bill Moran <(b) (6)@gmail.com>

Mon, Jul 16, 2018 at 7:58 PM

To: Chris Servello (b) (6)

Bull, can't help myself...after some good input from the team, I took one last turn on wording view in track changes if you can)....see what you think and please give me a call to talk through it one last time. These are relatively minor tweaks. Thanks, Bill



Proceedings Article VCNO V(7).docx

21K



Bill Moran <(b) (6)@gmail.com>

Fwd: Navy PEAT PA Plan

4 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Sat, Jul 7, 2018 at 8:59 AM

Happy to help. I reached out to get more context from (b) (6). Is there more to this...Hill, specific media, fleet concentration area raising issues...or just a general lingering problem?

Chris Servello
(b) (6)

Begin forwarded message:

From: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>
Date: July 7, 2018 at 7:52:59 AM EDT
To: "Servello, Christopher S CDR OPNAV, N00P" (b) (6) navy.mil>
Cc: (b) (6) CAPT OPNAV, N98" (b) (6) navy.mil>, "Chris Servello" (b) (6)
Subject: Navy PEAT PA Plan

Bull,

(b) (6) is cc'd below. He's now heading USN Physiological Episode

(b) (5)

Standing by to assist.

/r

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Sat, Jul 7, 2018 at 12:33 PM

Focus is on internal comms, pushing info to our fliers and maintainers.

Sent from my iPhone

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Sat, Jul 7, 2018 at 12:41 PM

Rgr

Virtuous Leadership and Restoring the American Dream

2 messages

Chris Servello (b) (6)

Wed, Jul 4, 2018 at 10:40 AM

To (b) (6) (b) (6) @gmail.com

A few months old, but a must read on Independence Day...

https://warontherocks.com/2018/04/virtuous-leadership-and-restoring-the-american-dream/?utm_source=newsletter&utm_medium=email&utm_campaign=newsletter_axiosam&stream=top

Virtuous Leadership and Restoring the American Dream



Editor's Note: This article is adapted from the author's keynote address for the 29th Annual Rear Admiral Wetmore Ethics Forum, at the United States Coast Guard Academy early this year.

We Americans are at a particularly consequential moment for our republic — one that presents unique opportunities to contribute to veterans of our military. Despite the

In doing so, I believe that our veterans can play a critical role in helping to restore the American dream.

America is a great country. We are the most powerful nation in the world — militarily and economically — but, most importantly, we are a great nation because we are an exceptional nation, one founded on a unique set of principles and values.

One of the most fundamental of these is the animating principle of American exceptionalism, the idea that America has a special responsibility to the world to ensure, as Lincoln said at Gettysburg, that "government of the people, by the people, for the people, shall not perish from the earth." America, more than any other country in modern history, has pursued and in many ways realized that promise.

A second, related idea fundamental to the American experiment is the idea of individualism: "That government is best which governs least." What "least" means practically is up for debate every two, four, and six years, when we have elections for the House of Representatives, the presidency, and the Senate. My own definition will emerge from this essay, but can be summarized as the minimum government required to ensure the constitutional rights of all citizens, along with real equality of opportunity.

This famous quotation about limited government comes from Thoreau's essay on civil disobedience, in which he argued that any government that goes beyond what is necessary will lead to the atrophy of individual conscience — and with it, to acquiescence in injustice. Thoreau's individualism is in fact necessary to American exceptionalism, because American exceptionalism is only possible because of the American dream, the concept that each individual citizen is provided the opportunity (but not the guarantee) of life, liberty and the pursuit of happiness — which must practically include security and a modicum of material success.

But the American dream is in peril because of three things. First, we are losing the spirit of bipartisan reason fundamental to making good decisions that will sustain the American republic. Democrats and Republicans have rarely been further apart. Second, we are losing the American ethos of individualism within the context of a common purpose, the fundamental notion that the things that bring our citizenry together are more powerful than those that pull us part — but only if we avoid the temptation to think of ourselves as distinct sectarian groups, each with interests opposed to the others. Third, we are losing equality of opportunity, the fundamental American principle that says that anyone who works hard and plays by the rules can succeed.

In 1782, the U.S. Congress adopted a Great Seal with a national motto: *e pluribus unum* — “out of the many, one.” You can read it on any coin in your pocket. And yet we seem to have turned *e pluribus unum* into “Out of the many ...” Well, what, exactly?

It’s certainly not “one.” And it’s not just party dividing us. All too often today we are defined first and foremost by race, gender, and ethnicity. We are increasingly segregated and divided, talking past one another, making assumptions based on how we look rather than how we act or what we think, all at the expense of our common commitment to the good of the country and the advancement of all Americans.

In 1988, at the age of 22, I showed up straight out of West Point and then Ranger School as a new 2nd Lieutenant to join the 82nd Airborne Division in Fort Bragg, North Carolina. I took over a platoon comprised over time of, among others, a southern Baptist from Alabama, a Puerto Rican from Miami, an African-American from Newark, a farm boy from Kansas, and a rich kid from Boston who, to his parents’ chagrin, had dropped out of college to join the Army.

It was in many ways a model of diversity, and whatever prejudices these troops brought with them quickly melted away, leaving just two questions that mattered: Can I count on my brothers to the left and right of me (in those days it was all brothers)? Is this new lieutenant competent enough to keep me safe? Increasingly, many Americans don’t think of their fellow citizens in this individual way — they don’t, that is, think of their fellow citizens first and foremost in terms of the content of their character, Martin Luther King, Jr.’s famous dream.

Losing Equality of Opportunity

Equality of opportunity is central to the American dream, which holds that someone — without regard to race, gender, ethnicity, religion, or even what country they originally came from — can be successful if they get an education, work hard, and don’t break the law. Today, the combination of increasing economic inequality and declining social mobility threatens the equality of opportunity at the core of the American dream.

Let me talk first about social mobility, because it takes a poor second place to the volume of discussion about income inequality, and it needs much more attention than it gets. It’s also the case that, while economic inequality is obviously a problem, it would be much less of a problem in a society with high social mobility.

Economists understand social mobility by looking at the association between the income of parents and the income of their children. When that association is too high, the rich

have so much. They begin looking for ways to create fundamental change. In my mind, nothing better explains the rise and unexpected election of President Donald Trump.

What does real equality of opportunity look like? Once again, look no farther than the U.S. armed services. Young officers won't become admirals and generals based on family name, personal connections, having gone to the "right" school, or skin color. It is a system based on merit, where high quality education is available for all through the service academies, ROTC, and OCS, and where if you work hard and you are capable, you have an equal opportunity to succeed.

Crisis of Confidence

I have offered examples of the way in which our military services have done a good job of remaining true to the American ideals that are most important to our future. I am not, however, suggesting that the military itself play a larger role in our democratic society than it does today. First, it is fundamental to the idea of America that the military serves society rather than leads it, and that military leaders serve at the pleasure of their duly-elected civilian masters — George Washington taught us that. It should also be obvious that, were the military ever to aspire to a more expansive role in this country, it would quickly find its immunity to the ills of American society compromised and risk muddying its clarity of purpose and undermining its competence, two things the military profession and society hold dear.

At the same time, we suffer from the absence of military veterans in public life today. As an example, about one-fifth of current members of Congress have served in the military compared to about 75 percent in the late 1970s, a decline that cannot be explained entirely by a transition to an all-volunteer force. Unfortunately, this decreasing veteran representation in Congress has gone hand in hand with its increasing polarization. A recent surge of military veterans running for Congress in the upcoming election cycle is an encouraging sign, but we have a long way to go before the voices of this generation of veterans have the impact they deserve.

That we should have more veterans in Congress or other elected office is not a radical proposal. While the founders certainly feared the power of a standing army — as Madison said, "the means of defense against foreign danger have always been the instruments of tyranny at home" — it does not seem they were worried about those who had returned to civilian life serving in government. Indeed, from the universal support for George Washington's presidency to the late 1970s, when veterans made up 75 percent

growing, and an America that has lost confidence in three of our four major institutions — in one case, utterly so.

How are we to find our way back to the spirit of bipartisan reason? Back to a country where equality of opportunity is not merely rhetoric but reality? Back to a country where *e pluribus unum* is not just a motto but an overarching principle?

The answer is virtuous leadership, and while they are not alone in their capacity or obligation to serve, our veterans are uniquely equipped at this moment to provide the kind of leadership that America desperately requires.

Virtuous Leadership

This idea of virtuous leadership comes straight from the founding fathers. They were human and thus flawed in their own ways, but they foresaw and contemplated the problems I have outlined. What would they make of — and what would they do about — the challenges we face today?

On the collapse of bipartisan reason: The founders were children of the Enlightenment. To them, reason was fundamental to all endeavors. The Declaration of Independence is impossible to understand without recognizing that Jefferson was setting out a reasoned argument. He itemizes the principles that make it necessary to separate from Britain. Then, introducing all the intolerable things George III was doing, he writes, "To prove this, let facts be submitted to a candid world." He itemizes those facts. And he concludes by noting that the colonies are therefore declaring their independence.

As for equality of opportunity, it's there in the Declaration, too:

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain inalienable rights, that among these are life, liberty and the pursuit of happiness.

Those first dozen words, by the way — the proposition that all men are created equal — constitute the most powerful proposition in American history. Everything flows from it, including, of course, the abolition of slavery, badly delayed though it was.

What, finally, about sectarian politics? I think of Madison's Federalist Number 10. What happens, he asks, when a number of citizens are united by some common impulse of passion or interest adverse to the rights of other citizens or the community? This is his definition of faction — and it's as good a definition of today's politics as you will find anywhere.

Franklin, among the greatest of the founders, and the man who lived the American dream through his own life. Franklin is widely studied, but not often as a leader.

He professionalized Philadelphia's system of watchmen, established an academy that became the University of Pennsylvania, found a way to issue bonds to help Massachusetts in the French-Indian wars, drafted a plan for the union of the colonies, helped draft the Declaration of Independence, concluded treaties with France — without which America would probably have lost the Revolutionary War, and signed the Paris Peace Treaty that ended it. He was also a delegate in 1787 to the convention for framing a federal constitution.

I'm not including everything Franklin did. I'm leaving out his work on electricity and his many inventions, as well as his business success. Yes, Franklin made money — lots of it, but he also dedicated himself to personal, moral improvement and to social progress in America. That is the true American dream.

Franklin was far from perfect. His reputation is sullied by the fact that he owned domestic slaves and advertised the sale of others in his newspaper. He was generous to a fault, but not to his own family. Nevertheless, he led an astonishing life, particularly for the 15th of 17 children whose father was too poor to send him to school for more than two years.

Franklin modeled his life on and attributed his success to 13 virtues: temperance, silence, order, resolution, frugality, industry, sincerity, justice, moderation, cleanliness, tranquility, chastity, and humility. This list offers a clear and reliable set of principles for those of you seeking to lead a productive and meaningful life. These virtues are hard to attain, and harder, perhaps, to maintain through life's vicissitudes. They must be practiced every day if you are to keep them. Believe me, I know this well — both from my own successes and from a fair share of failures.

But I have come to believe there are four virtues from his list that will be central to the success of anyone who aspires to lead us into the future: tranquility, humility, sincerity, and justice.

Why are these particularly necessary to virtuous leadership? Speaking from my own experience, you cannot lead unless you can lead in times of stress and turmoil. That requires tranquility — an inner peace, and great comfort with who you are and what you stand for — and humility, a recognition of your own fallibility and limitations. Think of Abraham Lincoln, whose profound humility was matched only by what one writer calls his "tranquil indifference to personal provocation."

encouraging and supporting opportunity among those willing to work hard to make the most of it.

At an absolute minimum, we must protect all responsible Americans from genuine poverty and provide them with an education that allows them to compete. This is surely the only ground on which we may safely plant the flag of equality of opportunity.

This is easy to say and hard to do. But however difficult equality of opportunity is to achieve, it is impossible to achieve if those charged with moving us toward it come to the table without the humility, sincerity, and justice that are critical to success.

And finally, there is the rise of sectarian politics, which divides us by our differences rather than uniting us around our common values as Americans. Arguably the most powerful thing you can do here is to work on the challenge I just mentioned — equality of opportunity. As equality of opportunity rises, people become less inclined to define themselves as members of some fixed and unchanging group. Indeed, insofar as sectarian politics is a byproduct of inequality of opportunity, it will collapse as people come once again to believe they can discover a path to achieving their hopes and dreams.

But you can also work directly on this problem. The place to do so is politics, and the way to do so is by refusing to practice it. And here, too, humility, sincerity, and justice must be your watchwords. Humility will immunize you against the notion that what makes you different means you deserve more consideration than your colleagues. It follows that you will also decline to accept that those who share your sameness automatically deserve special consideration. Sincerity will oblige you to examine all the facts wherever you see sectarian politics being practiced, for inevitably sectarian politics must melt away in the face of a complete consideration of the circumstances, except where you see that some fundamental unfairness or discrimination is being practiced — at which time justice will require you to act on what sincerity has shown you must be rectified.

I have saved tranquility for last, because I think of it as a virtuous key that unlocks all the other virtues. Whether you achieve it through meditation, prayer, exercise, or a walk in the woods, I urge you to seek tranquility, that critical capacity to get above the fray — especially when the fray is your own inner turmoil, which it will one day surely be. None of us is spared that test. Tranquility allows you to imagine yourself looking down on your situation and the pressure you feel, to see the situation clearly and accurately, and to counsel yourself to remain calm and objective. Tranquility allows you to see the big

Commentary

CDR Chris Servello
Mobile: (b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)
Cc: (b) (6)

Wed, Jul 4, 2018 at 3:11 PM

terrific read...I love the 4 virtues - tranquility, humility, sicerity and justice....thanks for sharing and Happy 4th

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Proceedings Article - Calfee & Schramm July 2018.pdf

2 messages

Chris Servello (b) (6)

Tue, Jul 3, 2018 at 1:22 PM

To: (b) (6) (b) (6)@gmail.com

CDR Chris Servello

Mobile: (b) (6)



Proceedings Article - Calfee & Schramm July 2018.pdf
4227K

(b) (6)

Tue, Jul 3, 2018 at 9:18 PM

To: Chris Servello (b) (6)

Cc: Bill Moran <(b) (6)@gmail.com>

great article. will congratulate (b) (6) — application of data analysis to things that really matter.

On Jul 3, 2018, at 1:22 PM, Chris Servello (b) (6) wrote:

<Proceedings Article - Calfee & Schramm July 2018.pdf>

CDR Chris Servello

Mobile: (b) (6)



Bill Moran <(b) (6)@gmail.com>

Re: Questions

2 messages

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Tue, Jun 19, 2018 at 8:39 PM

I think you have it about right...should start the right level of conversation.

Chris Servello
(b) (6)

On Jun 19, 2018, at 7:43 PM, Bill Moran <(b) (6)@gmail.com> wrote:

----- Forwarded message -----

From: Moran, William F ADM, OPNAV, VCNO (b) (6)@navy.mil>
Date: Tue, Jun 19, 2018 at 7:42 PM
Subject: FW: Questions
To: Bill Moran <(b) (6)@gmail.com>

-----Original Message-----

From: Moran, William F ADM, OPNAV, VCNO
Sent: Monday, June 18, 2018 8:21 PM
To: Burke, Robert P VADM CNP, N1 (b) (6)@navy.mil>
Cc: (b) (6)@navy.mil>; (b) (6)@navy.mil> (b) (6)@navy.mil> (b) (6)@navy.mil> CAPT
OPNAV, VCNO (b) (6)@navy.mil>; (b) (6)@navy.mil> CAPT OPNAV, VCNO
(b) (6)@navy.mil>
Subject: Questions
Importance: High

Bob,

As discussed on the phone...here are a few questions to consider to get the conversation going with the audience...feel free to use them tomorrow, or modify/add/delete as you desire.

We want to hear your feedback since you're not only going to live through the Sailor 2025 reforms, but you're going to implement these policies as leaders. close your eyes, lean back and raise your hands (or not) to answer the following questions:

- Who thinks we will be able to win a war at sea against a high end adversary in 2025?
- Who wants to lead that fight if it came our way?
- Who thinks the standards for our pool of eligible recruits are too high?
- Who thinks the standards need to be raised? Keep your hands up if you're thinking of physical standards.



Bill Moran <(b) (6)@gmail.com>

OSD Strategic Thinking Program

3 messages

(b) (6) Sun, Jun 10, 2018 at 8:55 AM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Boss, think you know this already, but (b) (6) (N15 alum) and gang at OSD are developing a strategic thinking grad ed program, likely to be taught at Georgetown, SAIS, or other venue in DC...

(b) (5)

Also, have an o/c with (b) (6) tomorrow am, will pick his brain on think-tankers latest work on PME -- trying to do what we did with S2025 up front, a few roundtables with folks all over the political map to involve early and often.

VR,

(b) (6)

3 attachments

 Joint Strategic Thinking Program 052418.docx
532K

 Execution of the Administrative and Personnel Policies to Enhance Readiness.pdf
1223K

 JSTP SOO 051818.docx
47K

Bill Moran <(b) (6)@gmail.com>

Sun, Jun 10, 2018 at 6:05 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

(b) (5)

[Quoted text hidden]

(b) (6)

Sun, Jun 10, 2018 at 6:36 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

(b) (5)



Bill Moran <(b) (6)@gmail.com>

Midway Navy Memorial

1 message

Bill Moran <(b) (6)@gmail.com>

Tue, Jun 5, 2018 at 6:52 AM

To: Chris Servello (b) (6)



76th Battle of Midway v6.docx

30K



Bill Moran <(b) (6)@gmail.com>

Brooks Again

6 messages

Bill Moran <(b) (6)@gmail.com>

Tue, May 29, 2018 at 6:03 AM

To: (b) (6) Chris Servello (b) (6)

damn, love this guy's writing....can I get some time with him Bull?

<https://www.nytimes.com/2018/05/28/opinion/failure-educated-elite.html>

Chris Servello (b) (6)

Tue, May 29, 2018 at 6:23 AM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6)

Let me reach out to folks. We had discussed bringing him to Boot Camp to look at how we Sailorize...don't think either side ever followed up.

Let me see what we can do about a local meeting and then perhaps something mores substantive.

CDR Chris Servello

Mobile: (b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Tue, May 29, 2018 at 6:24 AM

To: Chris Servello (b) (6)

Cc: (b) (6)

I would like that...

same with TF at some point

[Quoted text hidden]

(b) (6)

Tue, May 29, 2018 at 7:28 AM

To: Bill Moran <(b) (6)@gmail.com>

Sir, agree with his style of writing and enjoy his unique synthesis of pop psychology, history, and his own view from the NYC bubble... there is a different view:

- James Fallows in recent Atlantic, after a Tocquevillean jaunt around the US (much as he did in China, another story) finding that America is creating its own civically-conscious meritocracies in pockets all around the country... <https://www.theatlantic.com/magazine/archive/2018/05/reinventing-america/556856/>
Themes: a "reverse talent dispersal" (to smaller cities and towns), greater civic consciousness, rebuilding libraries, making technological education more accessible in community colleges, greater civic consciousness. Demonstrates need for a new national narrative to connect all these islands of extant goodness (most now unaware of one another) into themes that demonstrate the collective ingenuity, and yes, the "natural aristocracy" of the American people.

(b) (5)



Bill Moran <(b) (6)@gmail.com>

Hoover Institution: SecDef Mattis on U.S. Defense Strategy

5 messages

(b) (6)

Wed, May 16, 2018 at 11:14 PM

Bcc: (b) (6)@gmail.com

Well worth watching: SecDef Mattis on U.S. Defense Strategy with the Hoover Institution's Peter Robinson.

<https://www.hoover.org/research/defending-nation-secretary-defense-james-mattis?utm>

--

Warm regards,

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Sun, May 20, 2018 at 4:34 PM

To: Chris Servello (b) (6) (b) (6)

Worthy of listening to, pretty clear he's sticking to first principles and his LOEs, like them or not. Bill

[Quoted text hidden]

(b) (6)

Sun, May 20, 2018 at 5:22 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Just strikes me that this would come across just as plainly in a Toledo Lions Club meeting as it does in DC...and further that the maritime addendum is the real strength by which these LOEs hang.

Why can't we be just as effortlessly clear as SD is here in convincing the nation where America is in the world, and why a Navy matters so greatly to such a principle-based strategy...like TR said, up to us to do it well or ill. VR, (b) (6)

Sent from my iPhone

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Sun, May 20, 2018 at 6:34 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

I agree with you. Let's get together and craft it ourselves!

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

(no subject)

4 messages

(b) (6)

Wed, May 16, 2018 at 6:38 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Boss, welcome home... sorry we had to do the kickoff dinner without you, but GEN Allen had only one day open on his calendar this month and next, so this was it...as you'll read, perhaps better for you that you missed it ;-)

Under left me to present the study "plan" - (which the two of us had gone over beforehand, verbally)...however, (b) (6) had sent his separate "plan" all over private nets (written before I showed up), so when I briefed something different, he and then they jumped all over it... here were the issues:

- I suggested two Board meetings in the summer: first, an outside scan with testimony from university leaders in new learning TTPs, accreditation agencies, educational tech experts, behavioral psychologists, future of teaching strategic and critical thinking ((b) (6) was even a tentative yes); and then later an "inside scan" reviewing our educational institutions for comparison to see where our gaps might fall in the learning field. ...all along, interviewing key leaders and stakeholders, and collecting data from the services. Was rejected while briefing the outside scan piece, never got to anything else that night.

(b) (5)



(b) (5)

VR,

(b) (6)



E4S Executive Board Summary - Kickoff Meeting 051418 2.docx

29K

Bill Moran <(b) (6) @gmail.com>

Thu, May 17, 2018 at 4:24 PM

(b) (6)

Cc: Chris Servello <(b) (6)>

Thanks (b) (6)...don't be too hard on yourself, feedback from ACMC and Under was quite positive. Appreciate the added context and SA and sorry I missed this first meeting. How did your trip to P-cola go? Haven't had a chance to discuss with Under yet, but John Nowell thought it went well. RRL hit home was his feedback. R, Bill

[Quoted text hidden]

(b) (6)

Thu, May 17, 2018 at 4:34 PM

To: Bill Moran <(b) (6) @gmail.com>

Sir, thanks...P'cola trip was terrific, RADM Nowell did an amazing job running the brief at NETC and then leading the tour at CNATTU...like he worked there everyday. A natural. A couple of my former FEs from VP-47, now instructors at CNATTU, were completely impressed how much he knew about virtual training, each piece of gear...later I told him about it....no one would ever believe he was from DC/ N13 ;-)

Under was in receive mode and appreciated it, I know...the Corry Station tour (crypto-school) was impressive...some real Great Powers thinking and motivation going on there. Speech at AVOTS symposium is here: <http://navylive.dodlive.mil/2018/05/11/under-secretary-modlys-remarks-at-naval-aviation-symposium/>

Seemed to be received well...a little long though. Heard it was passed to Pres GHW Bush's COS, who will read it to him on the porch in Kennebunkport this summer...

VR, (b) (6)

[Quoted text hidden]

(b) (6)

Thu, May 17, 2018 at 4:35 PM

To: Bill Moran <(b) (6) @gmail.com>

Cc: Chris Servello <(b) (6)>

Sir, thanks...P'cola trip was terrific, RADM Nowell did an amazing job running the brief at NETC and then leading the tour at CNATTU...like he worked there everyday. A natural. A couple of my former FEs from VP-47, now instructors at CNATTU, were completely impressed how much he knew about virtual training, each piece of gear...later I told him about it....no one would ever believe he was from DC/ N13 ;-)

Under was in receive mode and appreciated it, I know...the Corry Station tour (crypto-school) was impressive...some real Great Powers thinking and motivation going on there. Speech at AVOTS symposium is here: <http://navylive.dodlive.mil/2018/05/11/under-secretary-modlys-remarks-at-naval-aviation-symposium/>

Seemed to be received well...a little long though. Heard it was passed to Pres GHW Bush's COS, who will read it to him on the porch in Kennebunkport this summer...

VR, (b) (6)

On Thu, May 17, 2018 at 4:24 PM, Bill Moran <(b) (6)@gmail.com> wrote:
[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Consequences of Conceding the World Ocean

2 messages

(b) (6)

Sun, May 6, 2018 at 5:24 PM

To: Bill Moran <(b) (6) @gmail.com>, Chris Servello (b) (6)

Happened across this in other research...remember its impact while drafting CNO Clark's departure piece in June 2005.

<https://www.history.navy.mil/research/library/online-reading-room/title-list-alphabetically/z/list-z-grams/z-gram-121.html>

It's from CNO Zumwalt's change of office (departing) remarks... in June 1973..."our Navy has reached a point where it no longer can, with certainty, guarantee free use of the ocean lifelines..."

Maybe a good warning at this summer's Current Strategy Forum — "forty-five years later...never again"...
VR, (b) (6)

WE ARE, AT THIS MOMENT, ENGAGED IN MOMENTOUS EFFORTS TO DETERMINE WHETHER OR NOT TWO POWERFUL NATIONS, EACH OF A DIFFERENT PHILOSOPHY OF MAN'S DESTINY, AND EACH WITH THE ABILITY TO CONSUME THE OTHER BY AN ARMAGEDDON OF NUCLEAR FIRE, CAN RATIONALLY AND SUCCESSFULLY NEGOTIATE A MUTUAL BALANCE OF STRATEGIC POWER.

OUR NAVY IS VERY MUCH INVOLVED, PROVIDING [not legible] OF THE STRATEGIC, NUCLEAR, "TRIAD," THE SEA-BASED LEADING EDGE OF AMERICA'S DEFENSE.

IN THE NON-STRATEGIC FIELD, BECAUSE OF DRASTIC REDUCTIONS IN NAVAL FORCES AND PERSONNEL, OUR NAVY HAS REACHED A POINT WHERE IT NO LONGER CAN, WITH CERTAINTY, GUARANTEE FREE USE OF THE OCEAN LIFELINES TO U.S. AND ALLIED FORCES IN THE FACE OF A NEW, POWERFUL AND GROWING SOVIET FLEET.

AND YET, DESPITE THE TURBULENT PAST AND DIFFICULT TIMES AHEAD, I BELIEVE THAT WE CAN PRESERVE, AND THAT WE WILL. I BELIEVE THAT, JUST AS MAGELLAN FOUND AND SUCCESSFULLY NAVIGATED THE PREVIOUSLY UNCHARTED STRAIT WHICH BEARS HIS NAME, SO CAN THIS GREATEST OF MARITIME NATIONS PASS THROUGH THE STORMS OF CHANGE, ROUND THE CAPE OF RECONSTRUCTION AND COME UP THE OTHER SIDE WITH STRENGTH AND CONFIDENCE, INTO CALMER SEAS.

THE CONSEQUENCES OF CONCEDED THE WORLD OCEAN TO OTHERS ARE SIMPLY TOO SERIOUS TO BE ALLOWED TO CONTINUE. OUR COUNTRYMEN HAVE NEVER BEFORE TURNED AWAY FROM THEIR RESPONSIBILITIES, NOR DO I EXPECT THEM TO DO SO NOW.

IT IS FOR THAT REASON—MY FAITH AND TRUST IN OUR NATION'S PEOPLE AND THEIR ULTIMATE WISDOM—THAT I BELIEVE IT WILL BE ON ADMIRAL HOLLOWAY'S WATCH THAT WE, INDEED, WILL ROUND THE HORN. HIS CAPABLE AND STEADY HAND WILL SET US STEAMING ON A HEADING TOWARD REGAINING THE UNDISPUTED SUPREMACY AT SEA WHICH OUR NATIONAL SURVIVAL DEMANDS AND WHICH WE HAVE SURRENDERED TEMPORARILY.

Bill Moran (b) (6) @gmail.com>

Mon, May 7, 2018 at 11:04 AM

To: (b) (6)

Cc: Chris Servello (b) (6)



Bill Moran <(b) (6)@gmail.com>

Walter Russell Mead -- "The Big Shift"

2 messages

(b) (6)


Sat, May 5, 2018 at 6:53 AM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Good piece to read during a ride to "Futureland" at Singularity U...

...the historical connective tissue of American dynamism, comparing post Civil War industrial transformation to an information-age shift today (and apparently that according to Mead, has a long way to go)

"The effects of rapid change are often unwelcome, but the process of transformation is one of growth and development, not of decline and fall. Indeed, the ability to cope with change remains one of the United States' greatest sources of strength."

 97301.pdf
1996K

Bill Moran (b) (6)@gmail.com>

Sat, May 5, 2018 at 9:08 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

Thanks for sharing! So many great lines - "we do not surf the web, as the web surfs us"...."there. Is resilience and flexibility in the creative disorder of a free society"....and many others. Great read. Bill

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Wittman to US Navy: 'You have to say 355 is the number'

1 message

Chris Servello (b) (6)
To: (b) (6) @gmail.com

Thu, Apr 12, 2018 at 5:52 AM

<https://www.defensenews.com/digital-show-dailies/navy-league/2018/04/11/wittman-to-us-navy-you-have-to-say-355-is-the-number/>

CDR Chris Servello
Mobile: (b) (6)



Bill Moran <(b) (6)@gmail.com>

Re: MPT&E March Newsletter

1 message

Bill Moran <(b) (6)@gmail.com>

Fri, Mar 30, 2018 at 7:17 PM

To: Chris Servello (b) (6)

I'll be driving to NC early tomorrow morning, call anytime between 0600 and 0900 if you want to discuss (b) (6) Thanks

Sent from my iPhone

On Mar 30, 2018, at 6:02 PM, Chris Servello (b) (6) wrote:

Makes complete sense. I have been spending a bunch of time with him trying to do the same type of thinking exercises you describe below. We will be fine with (b) (6) whatever you decide. When the time is appropriate, we need to chat about (b) (6) what works...what doesn't and how we can help grow him to where you need him to be.

In the mean time I'll get with (b) (6) and have him reengage.

Vr, Bull

Chris Servello
(b) (6)

On Mar 30, 2018, at 5:51 PM, Bill Moran <(b) (6)@gmail.com> wrote:

well, glad we still have you as someone who can intercede when these sorts of misunderstandings occur....in an effort to teach (b) (6) and challenge him, I wanted him to think about why (b) (6) (and others - he had a list of potential interviews) and come back to me with rationale, the audience, what are we trying to achieve? I understood (b) (6) wanted to discuss the Breaking the Mold discussion - challenged (b) (6) with seems premature and I'm not sure we want to talk about the concepts since it was non-attribution environment, etc....he's still very green around the ears...and I played hard ball...made him work....think he thought this was an easy one - my response was, I know (b) (6) like his style, but give me more, no doubt left him with the impression I didn't want to simply spin in front of the camera without a better idea of what he wanted to talk about. (b) (6) came back with something along the line of "he reached out again to inform me that he's redirecting his interview request on Breaking the Mold to Under."

Now, you know I've never said "no" to (b) (6) even when it was inconvenient....hopefully he gives us more credit than that....let's discuss (b) (6) and use this as a teaching point, then have (b) (6) press him again, see what happens. Make sense?

On Fri, Mar 30, 2018 at 4:49 PM, Chris Servello (b) (6) wrote:
Just got this from (b) (6)

(b) (5)

If I'm wrong, tell me, but very depressing.

Thanks again and hope I have a great weekend and a very happy Easter.

Best always, (b) (6)

I really think chatting w/ (b) (6) about your recent appearance up at the War College and putting it in the context of efforts you and CNO are pushing to modernize and grow the force and enhance the way we fight would be valuable. I know (b) (6) can be a bit peculiar at times, but he gets it and can help you reach audiences that matter.

I would love to tell him he hit this wrong and use it as a teaching point for (b) (6)

Vr, Bull

On Thu, Mar 22, 2018 at 12:25 PM, Chris Servello (b) (6) wrote:

Don't know if you saw what I sent. My recommendation would be to not respond on the Proceedings page...let sleeping dogs..., but to consider a blog on NavyLive.

(b) (5)

Shared it with a few trusted folks...they agree that it would resonate with the force quite well.

On Thu, Mar 22, 2018 at 12:21 PM, Bill Moran <(b) (6)@gmail.com> wrote:

(b) (5)

(b) (5) ...I just read the comments under his article at Proceedings, they are moving back to the center...rethinking my approach.

On Thu, Mar 22, 2018 at 12:11 PM, Chris Servello (b) (6) wrote:

Pretty.

Certainly steps in the right direction...but there has to be an all encompassing strategy that connects the tone and info in all of these products. He needs to be more active in external media for credibility and needs to have external influencers carry his water.

Good weekend read:

<https://www-businessesgrow-com.cdn.ampproject.org/c/s/www.businessesgrow.com/2018/03/19/corporate-storytelling-2/amp/>

Next step is to demonstrate tangible wins and implementation of the strategy. (b) (5)

(b) (5)

On Thu, Mar 22, 2018 at 11:58 AM, Bill Moran <(b) (6)@gmail.com> wrote:

----- Forwarded message -----

From: Moran, William F ADM,
OPNAV, VCNO
(b) (6)@navy.mil>
Date: Thu, Mar 22, 2018 at 11:56 AM
Subject: FW: MPT&E March
Newsletter
To: Bill Moran
<(b) (6)@gmail.com>

-----Original Message-----

From: Burke, Robert P VADM CNP,
N1

N00; (b) (6) mail.mil';
Leavitt, Mark L RADM;
(b) (6) mail.mil';
Jerabek, Scott RADM, USN
USSOUTHCOM, J7;
(b) (6) mail.mil';
Jabaley, Michael E RADM PEO,
SUBMARINES;
(b) (6) mail.mil';
Carter, Matthew J RADM
COMPACFLT, N01; Muilenburg, Bret
J RADM NAVFAC HQ, 00; Neagley,
John P RADM PEO USC, Program
Executive Officer; Boxall, Ron
RADM, OPNAV, Director N96;
Batchelder, Bret RADM USFF, N04;
Piercey, Patrick A RADM PACOM
J3; Whitney, Mark R RADM USFF,
N43; (b) (6) mail.mil';
Antonio, Brian K RADM PEO
CARRIERS, PEO CARRIERS; Sohl,
Paul A RADM Commander
COMOPTEVOR; Williamson, Ricky L
RDML COMNAVREG EURAFSWA
NAPLES; (b) (6) gov';
Munsch, Stuart B RADM OPNAV;
(b) (6) navy.mil';
(b) (6) mail.mil'; White,
Timothy J RDML PACOM, J2;
Mewbourne, Dee L RADM MSC,
N00; Luscher, Thomas W RADM
CNREC, N00;
(b) (6) mail.mil';
Haven, Deborah P RDML DCMA
International; Pecha, Brian S RADM
NAVRESFOR; Nowell, John RADM
OPNAV N1, WASH DC, N13; Crane,
William RADM CNAFR; Fung, Mark J
RADM NAVFAC HQ Deputy; Allen,
Russell E RADM OPNAV, OPNAV
N9R; Moran, Michael T RADM PEO
(T); Hahn, David J RADM ONR;
Kelley, Roy J RADM CNAL, N00;
Loeblein, James T RADM OLA, LA-
00; (b) (6) mail.mil';
Becker, Boris D RADM SPAWAR,
00000; Galinis, William J RADM PEO
SHIPS; Szymanski, Timothy G
RADM; (b) (6) mda.mil';
(b) (6) isa.gov';
(b) (6) mail.mil';
Burkhardt, Ann M RDML OPNAV N1,
N17; Cozad, Kyle J RADM NETC,
N00; (b) (6) CAPT ASN
(FM&C), FM&C, 4e618; Crites,
Randy B RADM ASN(FM&C), FMB ,
N81/2; Caudle, Daryl L RADM CSP,
N00; Tammen, John RADM OPNAV,
OPNAV N97;
(b) (6) cybercom.mil'; Bynum,
James S RADM CNATRA N00;
Conn, Scott D RADM OPNAV, N98;
Marotta, Thomas W RADM OPNAV;
MacDonnell, Daniel J RADM
OPNAV, N2N6FA; Jones, Keith M
RADM, DEPCOMNAVSUP, N00B;
Zirkle, Matthew A RADM OCNR,
N095SP;
(b) (6) mail.mil';
(b) (6) navy.mil';
Malloy, James J RDML
COMCARSTRKGRU TEN; Kilby,
James W RADM OPNAV, N9I;
(b) (6) socom.mil'; Peters,
Dean RADM; Jansen, Adrian RDML
OPNAV; Hitchcock, Marcus A RDML

(b) (6) [redacted] mail.mil';
Williamson, Stephen F RDML
NAVSEA, SEA 04; (b) (6) CIV
NETC, OGC; Bipes, Mark E RDML
NAVRESFOR, M00; Davidson, Tina
A RDML OPNAV, N093; Tripoli,
Louis C. RDML J07; Fritzemeier,
Ronald R RDML SPAWAR, 50000;
Banaji, Darius RDML NAVFAC
LANT, N00/USFF, N01CE; Thomas,
Karl O RDML N1, N17; Pitts, James
E RDML UWDC, Commander;
Skillman, Brad RDML ESG 2, N00;
Wettlaufer, Michael A RDML CCSG
3, N00; (b) (6) mail.mil';
(b) (6) mail.mil'; Durand,
Robert RDML PACOM J0PAC;
Okeefe, Matthew RDML CNIC HQ;
Mager, William G RDML OPNAV,
N81R; Jones, Scott D RDML Deputy
COMNAVAIRLANT N00R;
Schommer, John A RDML MSC,
N00X; Duane, Shawn E RDML
NAVRESFORCOM, CJTF-HOA
Command Group; McClelland, Troy
M RDML NAVRESFOR, N001RB;
(b) (6) usmc.mil'; Reyes, Alan J
RDML NAVRESFOR; Mustin, John B
RDML Deputy SURFOR, N00D;
(b) (6) Officer 4th MLG,
4th Den Bn;
(b) (6) whmo.mil'; Palmer,
John T RDML COMPACFLT, N4;
Heinz, Duke RDML Commander
NAVSUP WSS, N00; Small, Douglas
W RDML PEO IWS; Meier, John F
RDML ACNPC, Pers-4; Rock,
Charles W RDML NDW HQ, N00;
Harris, Gregory N RDML CCSG-11,
N00; (b) (6) HS, HS;
Chebi, Carl P RDML PEOC41,
600C0; (b) (6) CAPT NPC,
Pers-42; Boyle, Michael E RDML
USN CNFK; Mayes, Gary A RDML
Navy Region NW, N00;
(b) (6) navy.mil';
(b) (6) mail.mil';
Gabrielson, Don RDML CNIC HQ,
N00; Cooper, Brad RDML USN
CNFK; (b) (6) mail.mil';
Converse, Blake RDML
COMSUBGRU 9;
(b) (6) nato.int';
(b) (6) mail.mil';
Goggins, David A RDML PEO SUB,
PMS 397; Druggan, Tom RDML
NAVSEA, NSWC; Wade, John F
RDML, SMWDC HQ, N00; Ring,
John C RDML OPNAV, N98;
(b) (6) mail.mil';
Greene, William C RDML
COMPACFLT, N43; Bernacchi,
Michael D JR RDML, CNSTC; Ross,
Erik M RDML PRESINSURV, FLAG;
Dillon, William S RDML
NAVSAFECEN, 00; Jones, Kevin M
RDML Unknown, N00; DeWalt,
Rodney P RDML NECC, N00R;
Mueller, Andrew J RDML CNRC
MILLINGTON, TN; Rodriguez,
Richard A RDML CJTF-HOA CMD
GRP, Camp Lemonnier; Butler,
James M RDML U.S. Fleet Cyber
Command/U.S. TENTH Fleet, N01;
Burcher, Andy RDML,
COMSUBLANT N00R; McClelland,

Let me know how I can help.
Thanks!

V/r, Bob



Bill Moran (b) (6) @gmail.com>

Re: This Could Have Been the Retort to the Proceeding Article

5 messages

Chris Servello (b) (6)

Thu, Mar 22, 2018 at 9:57 AM

To: Bill Moran (b) (6) @gmail.com>

Updated version to fix typos and structure:

(b) (5)

See you in the Fleet, Vice Chief.

On Thu, Mar 22, 2018 at 7:43 AM, Bill Moran (b) (6) @gmail.com> wrote:

Bob is doing a fabulous job getting the major LOEs completed - it's a massive undertaking and he's been awesome....it's the external comms... (b) (5)

(b) (5)

Help me with this.

On Thu, Mar 22, 2018 at 7:14 AM, Chris Servello (b) (6) wrote:

I get it.. (b) (5)

Chris Servello
(b) (6)

On Mar 22, 2018, at 7:03 AM, Bill Moran <(b) (6)@gmail.com> wrote:

(b) (5)

On Thu, Mar 22, 2018 at 6:47 AM, Chris Servello <(b) (6)> wrote:
I almost sent you the same thing...didn't want to beat a dead horse...(b) (6) and I
pounded that thing flat!

(b) (5)

Chris Servello
(b) (6)

On Mar 22, 2018, at 6:25 AM, Bill Moran <(b) (6)@gmail.com> wrote:

1. New Round Of Incentives Aims To Keep Navy Pilots In Service

[\(MILITARY.COM 21 MAR 18\)](#) ... Oriana Pawlyk

The U.S. Navy has expanded three key aviation bonus programs in an effort to keep experienced active-duty and Reserve pilots in the cockpit longer amid a Pentagon-wide aviator shortfall.

The service on Tuesday announced that it has shifted the timeline contract requirements for the Aviation Department Head Retention Bonus and Aviation Command Retention Bonus programs, according to a release. Furthermore, officers eligible for Aviation Incentive Pay could see a rate boost as early as April 15, the release said.

"Our bonus and flight pay programs have proven successful in the past at retaining our best and brightest aviators," Capt. Michael Baze, head of aviation career management at Naval Personnel Command, said in the release.

"However, these programs have remained essentially unchanged for well over a decade, and are beginning to lose their effectiveness in the face of growing competition for talent."

Baze said the service asked aviators of all ranks how the Navy should best modernize the programs moving forward.

"Aviators reported they wanted our programs to be more flexible, merit based, and competitive with civilian opportunities," he said. "We took that feedback seriously, incorporating each of these elements in the program changes you see here today."

The latest aviation bonus move comes weeks after Vice Adm. Robert P. Burke, chief of naval personnel, told lawmakers the bonuses are needed to retain more experienced aviators amid a Defense Department-wide pilot shortfall.

"We continue to face challenges within some historically retention-challenged communities, particularly among aviators in specific model/type/series platforms," Burke said in a written statement provided to the Senate Armed Services Committee on Feb. 14.

In accordance with the new policies, aviators eligible for the active-component department head bonus can choose from a five-year contract or a three-year contract. Those who choose an early five-year contract will take more money

home annually than those who choose the five-year contract later or a three-year contract.

"The eligibility timeline has shifted from the expiration of the aviator's winging service obligation to their lieutenant commander board" for the bonus programs, the release said.

This applies to officers selected for promotion to lieutenant commander who are within the fiscal year 2018 lieutenant commander statutory board or are being considered for department head in the FY19 Aviation Department Head Screen Board (ADHSB), scheduled to convene on April 30.

Should they take the early versus standard rate, Helicopter Mine Countermeasure (HM), Electronic Attack (VAQ), Strike Fighter (VFA), Carrier Onboard Delivery (VRC/VRM), and Carrier Airborne Early Warning (VAW) pilots are eligible for as much as \$175,000 over five years.

The numbers represent a \$25,000 increase over last year's budget boost, which topped out at \$150,000 over five years. That was up from fiscal 2016, when bonuses over the term maxed out at \$125,000.

Meanwhile, the new Aviation Command Retention Bonus, or ACRB, will shift from a two-year, \$36,000 total contract to a three-year, \$100,000 total contract, the release said.

"Members must select after screening for commander command and the obligation takes them through 22 years of service or the completion of their post-commander command tour, whichever is longer," it said.

ACRB applicants must be screened as commanding officer of an eligible operational command, operational training command, or special mission command in order to apply, according to the policy.

The eligibility window starts now and closes Aug. 31, the policy said.

Lastly, for active or reserve component aviation incentive pay, officers who screen for and serve in administrative milestone billets will see a pay hike.

Based on years of service, those in administrative milestone billets, such as department head and commander or major command, will receive the rate increase beginning April 15, the policy said.

"Aviators who do not screen or serve in milestone billets, but continue to qualify for flight pay, will continue to receive flight pay, but at a different rate than aviators in milestone positions," the release said.

Someone in an administrative milestone position between 10 and 22 years of service is eligible for \$1,000 per month -- the most in that bracket, according to the policy. By comparison, an aviator not in an administrative role but still eligible for flight pay will receive \$650 a month for the same timeframe, the policy said.

"Aviation has taken a holistic approach that synchronizes targeted increases in both flight pay and bonuses in a mutually supportive fashion with achievement of major leadership milestones," Baze said.

"The end state will be a judiciously applied, merit based, more competitive continuum of pay for our top aviators from department head through post-commander command," he said.

"Coupled with a range of non-monetary incentive improvements we are making, these changes will go a long way toward helping us retain the warfighting talent we need into the future," Baze said.

<https://www.military.com/daily-news/2018/03/21/new-round-incentives-aims-keep-navy-pilots-service.html>

[Return to Index](#)

Bill Moran <(b) (6)@gmail.com>

Thu, Mar 22, 2018 at 12:55 PM

To: Chris Servello <(b) (6)>

how's this sound to you?

Money...and so much more.

Like many, I was pleased to read NAVADMIN 065/18. (b) (5)

(b) (5)



See you in the Fleet, Vice Chief.

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Thu, Mar 22, 2018 at 1:14 PM

I like it a lot...would recommend pushing it out.

VR, Bull

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Fri, Mar 23, 2018 at 8:45 AM

Change your mind?

Chris Servello

(b) (6)

[Quoted text hidden]

Bill Moran (b) (6)@gmail.com>
To: Chris Servello (b) (6)

Fri, Mar 23, 2018 at 10:17 AM

No, asked (b) (6) to send

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Talk About Extremists, But Don't Politicize the Debate - Defense One

2 messages

Chris Servello (b) (6)

Wed, Mar 21, 2018 at 5:24 PM

To: (b) (6) (b) (6)@gmail.com

<http://www.defenseone.com/ideas/2018/03/talk-about-extremists-dont-politicize-debate-why-singer-wrong/146370/>

Chris Servello

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Wed, Mar 21, 2018 at 7:54 PM

To: Chris Servello (b) (6)

Cc: (b) (6)

This guy normally drives me nuts, not bad here though! Thanks for sending

Sent from my iPhone

[Quoted text hidden]

Themes for Future Naval Supremacy

15 messages

(b) (6)

Mon, Mar 19, 2018 at 12:56 PM

To: Bill Moran (b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Boss, hope ICEX was terrific... over the weekend we've worked on a sample rubric for your consideration... might be helpful in not just the developing MPRA speech — but also your other interactions (Navy, industry, press, think-tanks, etc.) in the next few months.

(b) (5)

VR, (b) (6)

Chris Servello (b) (6)

Tue, Mar 20, 2018 at 10:38 AM

To: (b) (6)

Cc: Bill Moran <(b) (6)@gmail.com>

<https://news.usni.org/2018/03/20/navy-end-strength-not-pace-run-355-ship-navy>

Recent challenges to Navy recruiting and retention have left the sea service 11,000 sailors short of its required manpower level in the short term, and about 50,000 sailors short of the estimated force needed to crew a 355-ship fleet.

[Quoted text hidden]

(b) (6)

Tue, Mar 20, 2018 at 11:30 AM

To: Chris Servello (b) (6)

Bill Moran <(b) (6)@gmail.com>

(b) (5)

Especially liked this:

(b) (5)

VR, (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Tue, Mar 20, 2018 at 12:04 PM

To: (b) (6)

(b) (5)

(b) (6)

Tue, Mar 20, 2018 at 12:11 PM

To: Bill Moran <(b) (6) @gmail.com>

(b) (5)

VR, (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Tue, Mar 20, 2018 at 12:22 PM

To: (b) (6)

exactly!

[Quoted text hidden]

Chris Servello (b) (6)

Tue, Mar 20, 2018 at 12:52 PM

To: (b) (6)

Cc: Bill Moran (b) (6) @gmail.com>

there's a policy, budgeting and most importantly a communication piece to this discussion...

(b) (5)

(b) (5)



VR, (b) (6)

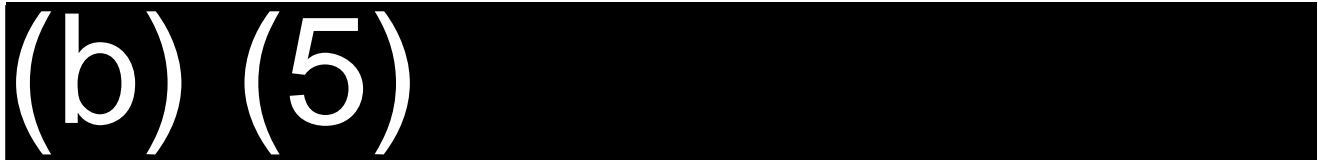
[Quoted text hidden]

Chris Servello (b) (6)

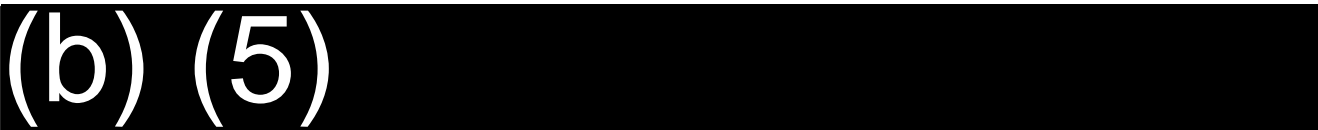
Tue, Mar 20, 2018 at 2:49 PM

To: (b) (6)

Cc: Bill Moran <(b) (6)@gmail.com>



(b) (5)



(b) (5)

[Quoted text hidden]

Thoughts for all hands calls, speeches and future policy

2 messages

Chris Servello (b) (6)

Tue, Feb 27, 2018 at 9:49 AM

To: Bill Moran <(b) (6)@gmail.com>, (b) (6)

This morning's column from David Brooks:

https://www.nytimes.com/2018/02/26/opinion/millennials-college-hopeful.html?utm_source=newsletter&utm_medium=email&utm_campaign=newsletter_axiosam&stream=top-stories

Notable quotes:

- **"The first thing** to say is that this is a generation with diminished expectations. Their lived experience includes the Iraq war, the financial crisis, police brutality and Donald Trump — a series of moments when the big institutions failed to provide basic security, competence and accountability."
- **"I found little faith** in large organizations. ... It's not that the students are hopeless. They are dedicating their lives to social change. It's just that they have trouble naming institutions that work."

(b) (5)

VR, Bull

(b) (6)

Tue, Feb 27, 2018 at 10:20 AM

To: Chris Servello (b) (6)

Cc: Bill Moran <(b) (6)@gmail.com>

(b) (5)



Bill Moran <(b) (6)@gmail.com>

CNO: 2019 Budget Aims for 'Whole' Fleet, Faster Construction of 355-Ship Navy - USNI News

1 message

Chris Servello (b) (6)

Thu, Feb 8, 2018 at 9:35 PM

To: Bill Moran Moran <(b) (6)@gmail.com>

<https://news.usni.org/2018/02/08/cno-2019-budget-aims-whole-fleet-faster-construction-355-ship-fleet>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Quick Look

1 message

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Mon, Jan 29, 2018 at 6:58 PM



SWOS OPED - Time well spent.final.docx

18K



Bill Moran <(b) (6)@gmail.com>

**Navy's Fixing Itself, Congress Must Fix Budget: Wittman, Courtney «
Breaking Defense - Defense industry news, analysis and commentary**

1 message

Chris Servello (b) (6)

Thu, Jan 18, 2018 at 3:30 PM

To: Bill Moran Moran (b) (6)@gmail.com>

<https://breakingdefense.com/2018/01/navys-fixing-itself-congress-must-fix-budget-wittman-courtney/>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Sea Control by Design | Navy Live

2 messages

Chris Servello (b) (6)

Mon, Jan 8, 2018 at 6:11 PM

To: Bill Moran Moran <(b) (6)@gmail.com>

Guessing you saw this...

Preview of Rowden's SNA pitch posted in te Navy Blog:

<http://navylive.dodlive.mil/2018/01/08/sea-control-by-design/>

Chris Servello

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Mon, Jan 8, 2018 at 7:17 PM

To: Chris Servello (b) (6)

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Decision Matrix

1 message

Bill Moran <(b) (6)@gmail.com>

Sat, Jan 13, 2018 at 8:37 PM

To: Chris Servello (b) (6)



(b) (7)(A)

88K



Bill Moran <(b) (6)@gmail.com>

Two Lawmakers Want 'Groundbreaking' Changes in How U.S. Navy is Organized, Communicates - USNI News

1 message

Chris Servello (b) (6)
To: Bill Moran Moran <(b) (6)@gmail.com>

Wed, Jan 10, 2018 at 8:33 PM

<https://news.usni.org/2018/01/10/two-lawmakers-want-groundbreaking-changes-u-s-navy-organized-communicates>

Chris Servello
(b) (6)



Bill Moran <(b) (6)@gmail.com>

Navy — Don't Classify It! Tell America 'The Story Of Seapower': Rep. Gallagher « Breaking Defense - Defense industry news, analysis and commentary

1 message

Chris Servello (b) (6)

Wed, Jan 10, 2018 at 3:36 PM

To: Bill Moran Moran <(b) (6)@gmail.com>

<https://breakingdefense.com/2018/01/navy-dont-classify-it-tell-america-the-story-of-seapower-rep-gallagher/>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Base to fly First Navy Jack to honor sailors who died in collisions

2 messages

Chris Servello (b) (6)

Fri, Jan 5, 2018 at 4:35 PM

To: Bill Moran Moran (b) (6)@gmail.com>

(b) (5)

<http://www.navytimes.com/news/your-navy/2018/01/05/base-to-fly-first-navy-jack-to-honor-sailors-who-died-in-collisions/>

Chris Servello

(b) (6)

Bill Moran (b) (6)@gmail.com>

Fri, Jan 5, 2018 at 6:10 PM

To: Chris Servello (b) (6)

(b) (5)

Sent from my iPhone

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Mullen

1 message

Chris Servello (b) (6)

Sun, Dec 31, 2017 at 12:20 PM

To: Bill Moran Moran <(b) (6)@gmail.com>

<https://www.facebook.com/ABCNews/videos/10156732547688812/>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Re: Email on 5 Jan Event

2 messages

Chris Servello (b) (6)

Sat, Dec 30, 2017 at 2:06 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) CAPT OPNAV, VCNO" (b) (6) navy.mil>, (b) (6) LCDR OPNAV, N00P" (b) (6) navy.mil>, (b) (6) (b) (6)

(b) (6)

(b) (6) are all in...will send a ghost "official email invite" to the EA for your drafts by the end of the weekend.

HNY...VR, Bull

Chris Servello

(b) (6)

On Dec 29, 2017, at 7:17 PM, Bill Moran <(b) (6)@gmail.com> wrote:

(b) (6)

Know (b) (6) and Bull have been working on a method to invite folks for the 5th....I've decided to send the note from me....please tee up the following in my drafts to all but the media guys, will do that separately.

Thanks, Bill

Teammates,

(b) (5)



Bill Moran <(b) (6)@gmail.com>

FW: EARLY PA END OF DAY 26 DEC 17

7 messages

Moran, William F ADM, OPNAV, VCNO (b) (6) navy.mil>

Wed, Dec 27, 2017 at 12:45 PM

To: Bill Moran <(b) (6)@gmail.com>

-----Original Message-----

From: (b) (6) CAPT CHINFO, OI-00

Sent: Tuesday, December 26, 2017 1:09 PM

To: Spencer, Richard V HON SECNAV; Richardson, John M ADM CNO; Modly, Thomas HON Under Secretary of the Navy; Moran, William F ADM, OPNAV, VCNO; Giordano, Steven S MCPON OPNAV, N00D

Subject: EARLY PA END OF DAY 26 DEC 17

Shipmates,

NPR "THIS AMERICAN LIFE" -- "This American Life" aired Episode 634 titled - 'Human Error in Volatile Situations' SUNDAY featuring a 20-min segment on the problem of sleep deprivation on Navy ships. As expected, the piece highlighted recent collisions and included a number of first-hand accounts from former Sailors that painted an adverse picture of the problem, as well as highlighting the growing OPTEMPO faced by our Sailors particularly in 7th Fleet. The story did provide fair treatment of steps the Navy is taking to address the issue, accurately describing initiatives by SURFFOR on Circadian Rhythm Watchbills, and including interviews with Dr. Nita Shattuck from the Naval Postgraduate School and CNSL Rear Adm. Wilson. The audio is available at the following link (2nd of two segments, beginning at the 39 minute mark): <https://www.thisamericanlife.org/radio-archives/episode/634/human-error-in-volatile-situations>

Vr,

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Wed, Dec 27, 2017 at 1:50 PM

To: Chris Servello (b) (6)

[Quoted text hidden]

Chris Servello (b) (6)

Wed, Dec 27, 2017 at 2:12 PM

To: Bill Moran <(b) (6)@gmail.com>

(b) (5)

Chris Servello

(b) (6)

[Quoted text hidden]

Chris Servello (b) (6)

Wed, Dec 27, 2017 at 2:15 PM

To: Bill Moran <(b) (6)@gmail.com>



Bill Moran (b) (6) @gmail.com>

What It Means To Be An Ally To Women In The Military

1 message

Chris Servello (b) (6)

Wed, Dec 27, 2017 at 12:31 PM

To: Bill Moran Moran <(b) (6) @gmail.com>

<http://taskandpurpose.com/means-ally-women-military/>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

**Re: [Non-DoD Source] Fwd: R 211859Z DEC 17 CNO WASHINGTON DC
PHYSICAL READINESS PROGRAM POLICY CHANGE//**

1 message

Chris Servello (b) (6)

Thu, Dec 21, 2017 at 3:50 PM

To: (b) (6) CAPT OPNAV, DNS EA" (b) (6) navy.mil>

Cc: (b) (6) CAPT CHINFO, OI-00" (b) (6) navy.mil>, (b) (6)

(b) (6) CDR OPNAV" (b) (6) navy.mil>

(b) (6)

Happy Holidays!

Vr, Bull

Chris Servello

(b) (6)

On Dec 21, 2017, at 3:48 PM, (b) (6) CAPT OPNAV, DNS EA (b) (6) navy.mil> wrote:

Bull,

(b) (6)

Vr,

CAPT (b) (6)

Executive Assistant

Director, Navy Staff

(W)

(C)

(C)

(b) (6)

-----Original Message-----

From: Chris Servello [mailto:(b) (6)]

Sent: Thursday, December 21, 2017 3:46 PM

To: (b) (6) CAPT OPNAV, DNS EA

Cc: (b) (6) CAPT CHINFO, OI-00; (b) (6)

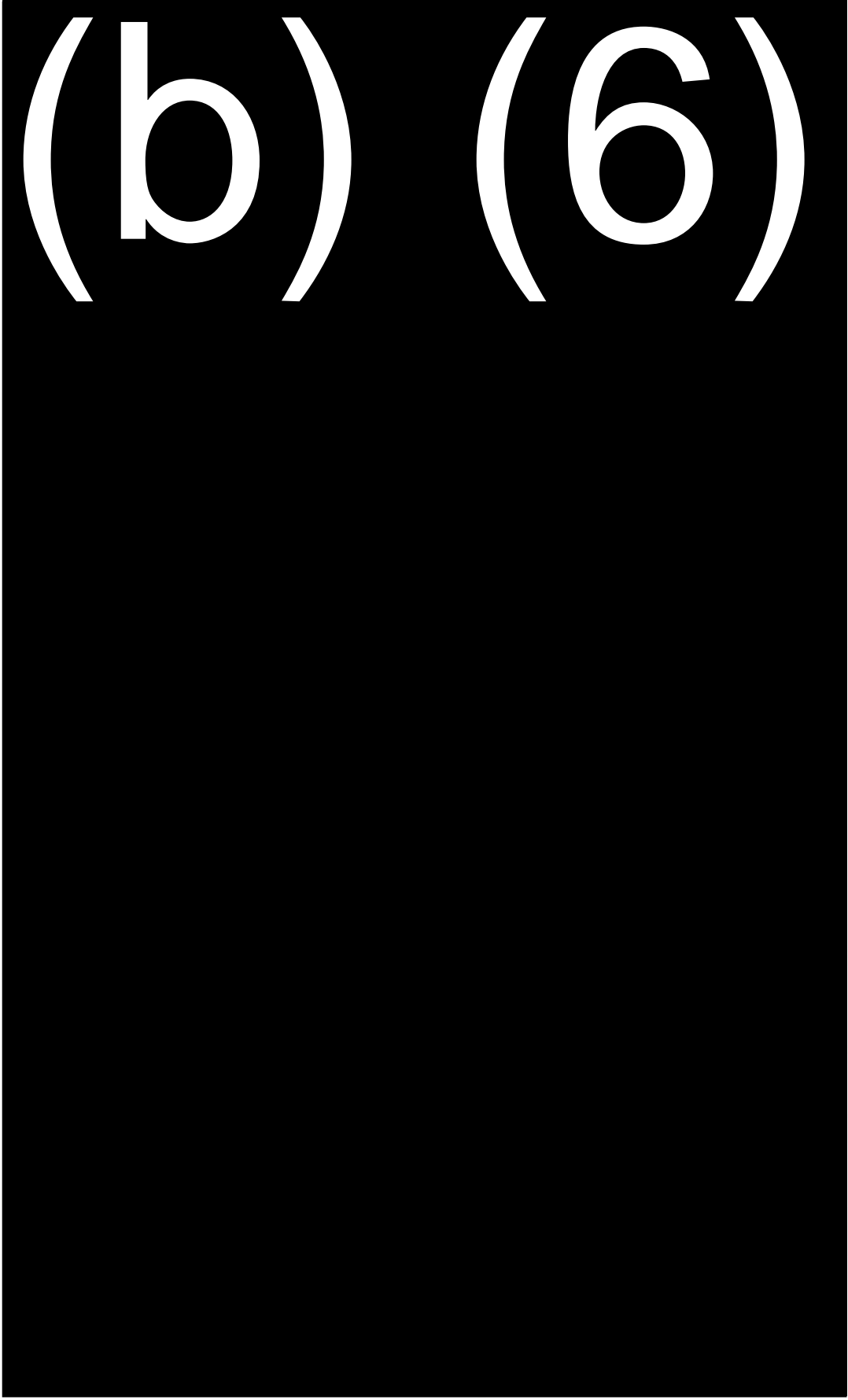
Subject: [Non-DoD Source] Fwd: R 211859Z DEC 17 CNO WASHINGTON DC PHYSICAL
READINESS PROGRAM POLICY CHANGE//

(b) (6)

Vr, Bull

B

(b) (6)



policies reflect a continued emphasis to invest in and retain our most important resource, our Sailors. Retention of every capable Sailor is critical to the operational readiness of the Navy. The goal of the Navys physical readiness program is to maintain a minimum prescribed level of fitness necessary for world-wide deployment and to maintain a Sailors long-term health and wellness. Revisions to references (a), (b), and (c) are forthcoming and will be published at a later date.

2. Effective immediately:

a. All commands will discontinue processing members for separation as a result of Physical Fitness Assessment (PFA) failures. Separation orders resulting from PFA failures prior to Soft End of Active Obligated Service (SEAOS) with approved dates after 31 March 2018 are cancelled. Officers with approved separation orders for PFA failure with a directed separation date prior to 1 March 2018 can request their separation orders be cancelled in order to remain in the Navy by contacting PERS-834, subject to Secretary of Navy (SECNAV) approval.

b. MILPERSMAN 1910-170, Separation by Reason of PFA Failure, is cancelled.

3. The following applies to all enlisted members:

a. Enlisted members who:

(1) Fail one PFA will:

(a) Be issued a NAVPERS 1070/613 via Navy Standard Integrated Personnel System (NSIPS) to inform them of the PFA failure.

(b) Be enrolled in the Fitness Enhancement Program (FEP) until passing the next official PFA.

(c) Not be frocked or advanced. Members may regain eligibility for promotion by passing a command-directed monthly FEP mock PFA. However, they must still remain enrolled in FEP until passing the next official PFA.

(2) Fail two or more consecutive PFAs will continue service until SEAOS. Additionally these members:

(a) Will be ineligible for advancement under reference

(a).

(b) Will be ineligible to reenlist or extend under reference (b).

(c) Will receive an adverse report that states Significant Problems on evaluation under reference (c).

(d) Will be detailed as required. Changes to any program that has specific PFA requirements will be announced via revision to its governing instruction.

(e) May regain eligibility for advancement and reenlistment by passing one subsequent official PFA. In line with references (c) and (d), members must obtain the recommendation of their CO for advancement and retention on their most recent evaluation. This may require a special evaluation to restore retention or advancement recommendations after a member passes an official PFA.

b. For those members who currently have approved separation or Fleet Reserve dates as a result of the previous PFA separation policy, the following information and guidelines are provided:

(1) Members who currently have approved separation dates not aligned to their SEAOS on or before 31 March 2018 must contact their chain of command and decide no later than 1 February 2018 whether to cancel their separation/reserve orders and remain on active duty or execute their orders as originally planned. Every effort will be made to retain Sailors who desire to stay Navy.

b. Fail two or more consecutive PFAs will be submitted to PERS-834 for administrative separation processing under reference (e).

(1) If SECNAV determines the officer is to be separated (or retired), this action will occur at the PRD of the officer or upon the determination of SECNAV, whichever is later.

(2) If an officer passes an official PFA prior to the decision of SECNAV on retention or separation, processing will cease and the member will be retained upon notification to PERS-834. A special fitness Report may be submitted to document the officers satisfactory physical readiness status under reference (c).

(3) Additionally, officers who fail two or more consecutive PFAs will receive an adverse report that states Significant Problems on their fitness report under reference (c).

5. Additional information that applies to all members:

a. Effective 1 January 2018 all PFA failures will reset to zero only for enlisted reenlistment policy and officer administrative separation policy as outlined in paragraphs 3.a and 4. No other records will be changed such as PRIMS, Fitness Reports or Evaluations.

b. All members must have a Body Composition Assessment (BCA) completed within five work days of reporting to a new command. This BCA spot-check will not count as the official BCA for newly reported members during the command PFA cycle, regardless of the status of the official command PFA cycle. Members exceeding Age Adjusted Body Fat Standards (AAS) during spot-checks must be enrolled into Command FEP.

c. FEP enrollment and disenrollment determination: Upon either a BCA spot-check failure or PFA failure, members must participate in FEP until they pass an official PFA and are within AAS.

d. All members who have regained promotion/advancement eligibility are reminded of their ability to communicate in writing to promotion and selection boards as outlined in MILPERSMAN 1420-010 of reference (b) and reference (d).

6. The Nuclear Propulsion Program Manager, OPNAV (N133), will remain the single point of contact on all PFA failure policy matters relating to Naval Nuclear Propulsion Program (NNPP) personnel.

a. Nuclear-trained members may be granted an exception to the criteria of paragraphs 3 and 4 with approval of OPNAV (N133).

b. All recommendations for administrative separation processing for nuclear-trained officers will be submitted to OPNAV (N133) for review and approval.

7. Points of contact: Physical Readiness Program, (b) (6) at (b) (6) or PRIMS(at)navy.mil. For all other personnel related policies: NAVPERSCOM at 1-866-827-5672 (U-ASK-NPC).

8. Released by Vice Admiral Robert P. Burke, N1.//

BT

#0001

NNNN

<DmdsSecurity>UNCLASSIFIED</DmdsSecurity>

<DmdsReleaser>(b) (6)</DmdsReleaser>

UNCLASSIFIED



Bill Moran <(b) (6)@gmail.com>

Re: Recruiting

1 message

Bill Moran <(b) (6)@gmail.com>

Sun, Dec 17, 2017 at 7:06 AM

To: Chris Servello <(b) (6)>

Tricky contracting is my guess, but entirely worth the effort...

On Sat, Dec 16, 2017 at 9:44 AM Chris Servello <(b) (6)> wrote:

Why on earth doesn't Navy have or sponsor a Disney attraction. Imagine a forged by the sea ride at Epcot...carrier launch, damage control, O-course, even a boat ride that highlights what we do and are about. Kiosks at the beginning and end that hit our values and highlight the power of the team. No hard pitch, just a final kiosk that say: "for more information on America's Navy...."

Then we send a poster or email a video about our Navy every year.

Think of it...

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

The Belichick Legacy Promo (2:30) on Vimeo

2 messages

Chris Servello (b) (6) Thu, Dec 7, 2017 at 12:24 PM
To: John Richardson (b) (6), Bill Moran Moran <(b) (6)@gmail.com>

Coach Belichick's Dad who was at Navy...great little promo video...such a great family. Remember fondly chatting with the elder Coach B when I was a Plebe.

<https://vimeo.com/246293029>

Vr, Bull
Chris Servello
(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Thu, Dec 7, 2017 at 8:49 PM

Nice, thanks Bull
[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: Extensive Surface Warfare Interview

4 messages

Chris Servello (b) (6)
To: Bill Moran Moran (b) (6)@gmail.com>

Fri, Dec 1, 2017 at 11:15 AM

Chris Servello

(b) (6)

Begin forwarded message:

From: (b) (6) b) (6)
Date: December 1, 2017 at 10:38:12 AM EST
To: Chris Servello (b) (6) (b) (6) (b) (6)
(b) (6) (b) (6) (b) (6) (b) (6) (b) (6)
(b) (6) (b) (6) (b) (6) (b) (6) (b) (6) (b) (6)
services.senate.gov> (b) (6) armed-
(b) (6) wicker.senate.gov> (b) (6) CDR SWOS, N75"
(b) (6) navy.mil> (b) (6) LCDR OPNAV N96Z"
(b) (6) navy.mil> (b) (6) CAPT CNBG-1, CO"
(b) (6) navy.mil> (b) (6) CAPT COMNAVSURFPAC, N01"
(b) (6) navy.mil> (b) (6) CDR OPNAV, N96"
(b) (6) navy.mil> (b) (6) CTR OPNAV N96 (b) (6) navy.mil>
(b) (6) LT OPNAV N9, N96Z" (b) (6) navy.mil> (b) (6) LCDR
OPNAV, N96" (b) (6) navy.mil> (b) (6) CDR NAWDC HQ, N20"
(b) (6) navy.mil>
Subject: Extensive Surface Warfare Interview

Folks,

Before my self-imposed Christmas social media blackout, I did a wide ranging interview with Vago Muradian on matters important to the Navy's Surface Warfare Community. He let me know it was posted yesterday--so I shoot it out to you in the hope you might distro it more widely as you are capable.

<http://defaeroreport.com/2017/11/28/bryan-mcgrath-us-navys-reports-deadly-ship-collisions/>

Be well,

(b) (6)

(b) (6)



Bill Moran (b) (6) @gmail.com>

Fri, Dec 1, 2017 at 1:02 PM

To: Chris Servello <(b) (6)>

thanks, this is great insight for Monday...also, see email string below...let me know if this is not going well.

-----Original Message-----

From: (b) (6) [mailto:(b) (6)]
Sent: Friday, December 01, 2017 12:43 PM
To: Moran, William F ADM, OPNAV, VCNO
Subject: [Non-DoD Source] RE: DRAFT: USNI Remarks

(b) (6) been pressed. He was worrying about the format and other stuff. He's back on task and we'll work toward your guidance for next couple of hours.

Sincerely,

(b) (6)
Work: (b) (6)
Cell: (b) (6)

-----Original Message-----

From: Moran, William F ADM, OPNAV, VCNO [mailto:(b) (6)@navy.mil]
Sent: Friday, December 1, 2017 10:54 AM
To: (b) (6); (b) (6)
Cc: (b) (6)
Subject: RE: DRAFT: USNI Remarks
Importance: High

The event is Monday morning....I need something today if I'm going to do this right. Press (b) (6) if you need to, and I think Bull is helping out as well. (b) (5)

(b) (5)

-----Original Message-----

From: (b) (6) [mailto:(b) (6)]
Sent: Friday, December 01, 2017 10:20 AM
To: Moran, William F ADM, OPNAV, VCNO
Subject: [Non-DoD Source] RE: DRAFT: USNI Remarks

Sir,

This format will work very well with this speaking opportunity. I am still waiting to see a solid draft of the speech so that I can provide some thoughts... maybe over the weekend??

(b) (5)

Sincerely,

(b) (6)
Work: (b) (6)
Cell: (b) (6)

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Fri, Dec 1, 2017 at 1:21 PM

I haven't heard from your folks...will reach out now.

Chris Servello
(b) (6)

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Fri, Dec 1, 2017 at 2:14 PM

I spoke to (b) (6) and (b) (6) 've asked (b) (6) to send me his latest by COB...I will turn on it...and then send to (b) (6) tonight. We will send you a product in the morning for you to noodle with.

Chris Servello
(b) (6)

On Dec 1, 2017, at 1:02 PM, Bill Moran <(b) (6)@gmail.com> wrote:

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Re: The Navy's Crash Course on Accountability - Bloomberg

1 message

Bill Moran <(b) (6)@gmail.com>

Sun, Nov 12, 2017 at 10:44 AM

To: Chris Servello (b) (6)

Are you avail to talk about (b) (6) feedback?

Sent from my iPhone

On Nov 12, 2017, at 10:17 AM, Chris Servello (b) (6) wrote:

I guess I read it differently...may overly critical on my part.

Chris Servello

(b) (6)

On Nov 12, 2017, at 9:43 AM, Bill Moran <(b) (6)@gmail.com> wrote:

I thought it was more helpful than not...gave CNO credit for leading on accountability anyhow...and admitted "there by the grace of God..." moments in his own career.

On Fri, Nov 10, 2017 at 5:13 PM, Chris Servello (b) (6) wrote:

Not exactly helpful...

<https://www.bloomberg.com/view/articles/2017-11-09/the-navy-s-crash-course-on-accountability>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Everyone should read John McCain's speech (opinion)

1 message

Chris Servello (b) (6)

Wed, Oct 18, 2017 at 5:56 AM

To: Bill Moran Moran <(b) (6)@gmail.com>

<http://www.cnn.com/2017/10/17/opinions/john-mccain-speech-pay-heed-kirby-opinion/index.html>

Chris Servello

(b) (6)



Bill Moran (b) (6) @gmail.com>

Fwd: Questions

2 messages

Chris Servello (b) (6)
To: Bill Moran Moran <(b) (6) @gmail.com>

Wed, Sep 6, 2017 at 7:08 PM

Sir, see below...Tom's question and the statement I intend to provide.

My statement:

"I cooperated fully with the NCIS investigation into allegations I acted inappropriately. The most important thing I can stress is that the allegations were unproven and charges were never filed. While certainly not surprised by these findings, I should have never put myself into a situation where my judgement and my military bearing could be called into question. I deeply regret this and have been counseled in regards to my decisions related to alcohol."

CDR Chris Servello

(b) (6)

(b) (6)

Begin forwarded message:

From: "Vanden Brook, Tom" (b) (6)
Date: September 6, 2017 at 11:02:26 AM EDT
To: 'Chris Servello' (b) (6)
Subject: Questions

Chris,

I have obtained unredacted documents in the NCIS investigation into the Christmas party, and I would ask for your comment.

The initial inquiry stated that you "clearly appear(s) to have exhibited predatory behavior in targeting a young LT who had too much to drink." It also notes that you slapped a woman on the buttocks, and that there were previous incidents in which junior officers questioned your behavior.

The top recommendation of the investigating officer was that you be "immediately reassigned to a billet with no supervisory responsibilities and dedicated oversight." A statement from a witness said she was "terrified of retaliation" from you.

These are serious statements, charges, recommendations and statements. After they were documented, why was it appropriate for you to remain the spokesman for the CNO?

What is your current position, and do you have supervisory responsibilities?

As you may know, I have asked CNO Richardson and Gen. Dunford for comment on this situation.

Tom

Tom Vanden Brook

Pentagon correspondent



Mobile: (b) (6)

Office: (b) (6)

tvbrook@usatoday.com

usatoday.com

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello <(b) (6)>

Wed, Sep 6, 2017 at 7:29 PM

About all you can say

Sent from my iPhone

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